

**Project Proposal for Transforming Grabouw,
Western Cape,
into a Sustainable Community**

By

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I, the undersigned, hereby declare that the work contained in this thesis is my own original work and that I have not previously in its entirety or part submitted it at any university for a degree.

Signature:

Date:

Abstract

Cities and in particular, secondary cities are fast emerging as the dominant form of human settlement. Considering the anticipated growth in the population and the expected global economic growth, what role will cities play in addressing the core issues pertaining to sustainable development? Will cities be able to address these issues at all? Addressing the sustainability of cities is about focussing on addressing the key issues of form and function. These, coupled with the specific social interactions, the cultural and political actions, are the drivers that need to be harnessed, integrated and reworked if cities are to be sustainable in any way. Without a collective and concerted drive to make direct inputs into the three main drivers of a city; planning and design, the resource use and inputs and the social interactions within cities, no efforts to address the hope of leaving legacies of resources for future generations will be realised. If these efforts do not originate in, and grow out of cities, cities will not support, but rather undermine, any attempts at achieving sustainable development.

There is an increasing realisation that the current approaches to development are not meeting the needs of the growing global populations and as such, new approaches need to be sought. The one key area where these new approaches hold potential is to attempt to seek ways to create sustainable communities, communities with equitable access to resources and where communities are designed to function in different ways. The town and outlying areas of the Grabouw region in the Western Cape provide a unique and extremely rare opportunity for implementing a wide range of Government policies that have been adopted at the National, Provincial and Local Government levels to give effect to the national commitment to sustainable development and the creation of sustainable communities. These policy commitments span social, environmental and economic policies. Grabouw is perfectly configured in both geographical and strategic terms to become a national model for 'integrated sustainable development' and to demonstrate in practice how the attainment of the concept of sustainable development and sustainable communities can be supported.

The intention of the project proposal is to facilitate specific actions that would include the framing of a foundation that is the core discussion document for the engagement with the broader communities. The purpose of this document and supporting plan would be to facilitate the communities' participation in the creation and design of the project that serves to transform the town of Grabouw, and the region, ultimately becoming a national model of sustainability with a community that is resilient and equitable, meeting their current needs fairly, but doing so in a manner that preserves resources for future generations of Grabouw residents and South Africans.

Samevatting

Stede, en sekondêre stede in die besonder, wen vinnig veld as die dominante vorm van menslike vestiging. Met inagneming van die verwagte groei in die bevolking en die verwagte globale ekonomiese groei, kan die vraag gestel word watter rol stede gaan speel om die kernvraagstukke met betrekking tot volhoubare ontwikkeling aan te spreek. Sal stede hoegenaamd daartoe in staat wees om hierdie vraagstukke aan te spreek? Van deurslaggewende belang vir die volhoubaarheid van stede is die fokus op die sleutelvraagstukke van vorm en funksie. Dit, gekoppel aan die spesifieke maatskaplike interaksies, die kulturele en politieke aksies, is die sleutelaandrywers wat ingespan, geïntegreer en herbeplan moet word om stede volhoubaar te hou. Sonder 'n kollektiewe en volgehoue plan om direkte insette te lewer in die drie sleutelaandrywers van 'n stad – beplanning en ontwerp; die gebruik van hulpbronne en insette; en die maatskaplike interaksies binne stede – sal daar niks kom van die wens om hulpbronne vir toekomstige nageslagte na te laat nie. As hierdie pogings nie in stede ontstaan en uit stede groei nie, sal stede nie daarin slaag om enige pogings tot volhoubare ontwikkeling te ondersteun nie, maar dit eerder kelder.

Daar word toenemend besef dat die huidige benadering tot ontwikkeling nie in die behoeftes van die groeiende globale bevolkings voorsien nie en dat nuwe benaderings op die proef gestel moet word. Die een sleutelgebied waar 'n nuwe benadering belofte inhou, is om maniere te ondersoek om volhoubare gemeenskappe te skep – gemeenskappe met gelyke toegang tot hulpbronne en waar gemeenskappe ontwerp is om op verskillende maniere te funksioneer. Die dorp en distrik Grabouw in die Wes-Kaap bied 'n unieke en uiters seldsame geleentheid vir die implementering van breë nasionale, provinsiale en plaaslike regeringsbeleide om uitvoering te gee aan die nasionale verbintenis tot volhoubare ontwikkeling en die skepping van volhoubare gemeenskappe. Maatskaplike, omgewings- en ekonomiese beleide word in hierdie beleidsverbintenisse saamgesnoer. Grabouw is ideaal vanuit 'n geografiese sowel as strategiese oogpunt om 'n nasionale model te word vir 'geïntegreerde volhoubare ontwikkeling' en om prakties te demonstreer hoe volhoubare ontwikkeling en volhoubare gemeenskappe ondersteun kan word.

Die oogmerk van die projekvoorstel is om spesifieke aksies te fasiliteer, soos die opstel van 'n kernbesprekingsdokument met as doelwit die betrekking van die breër gemeenskappe. Die doel van hierdie voorstel is die fasilitering van die gemeenskappe se deelname aan die skepping en ontwerp van die projek wat dien om die dorp en distrik Grabouw te transformeer tot 'n nasionale model van volhoubaarheid, met 'n gemeenskap wat kragtig en gelyk is, en waar in huidige behoeftes voorsien word, maar op so 'n manier dat hulpbronne vir toekomstige geslagte Grabouw-inwoners en Suid-Afrikaners bewaar word.

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Section 1

PROLOGUE

1. PROLOGUE

This project proposal has been drafted for a specific reason, one, it could be argued, which differs from conventional project proposals. The fundamental difference is that this project proposal is a precursor to a full project proposal designed to facilitate the bringing together of an interdisciplinary team to devise a Sustainable Development Framework for Grabouw. In addition, the proposal could result in the appointment of separate teams focussing on the process of development facilitation, area specific review and spatial planning and public - private partnership activities in the form of an independent Transaction Advisor Team.

The ultimate brief would potentially include the following outcomes to develop Principles for Sustainability:

- Sustainable balance (To achieve a balance between the ecological and development role of an area over time)
- Access (To ensure access to the opportunities and resources of a place for a range of people and activities e.g. access to land as a resource)
- Integration (Between people of different backgrounds, incomes, culture and experiences of their environment)
- Social Justice (Viewing resources in the interest of society / community, not in the interest of individuals and restoring human dignity where this has been lost).

In addition, the following research areas would need to be addressed with subsequent outcomes or outputs:

- Contextual Analysis
- Conceptual Spatial Framework
- The development of a spatial direction and guidelines for special projects
- Strategic Framework for Grabouw

The level of detail, funding and expertise that would be required to formulate such a plan would make any attempt to construct an overall and comprehensive plan without the required research and contextual understanding, naive. Plainly put, without the input of a highly experienced and capacitated team, no such set of processes and

resultant documentation could be generated. It is in this context that I wish to place the following project proposal.

This proposal is intended to be the document that informs the brief that would be put to the prospective professional team in order to tender to conduct the work required to deliver on the specified goals. For this reason, traditional aspects that are generally contained within project proposals, such as detailed budgets and time scales, are not included within this document. A budget for the initial research is however included. That level of detail would need to emerge as a result of intense, integrated research and through a process of direct engagement with all members of the community. The location of this project proposal within the overall process is reflected in Figure 1 below:

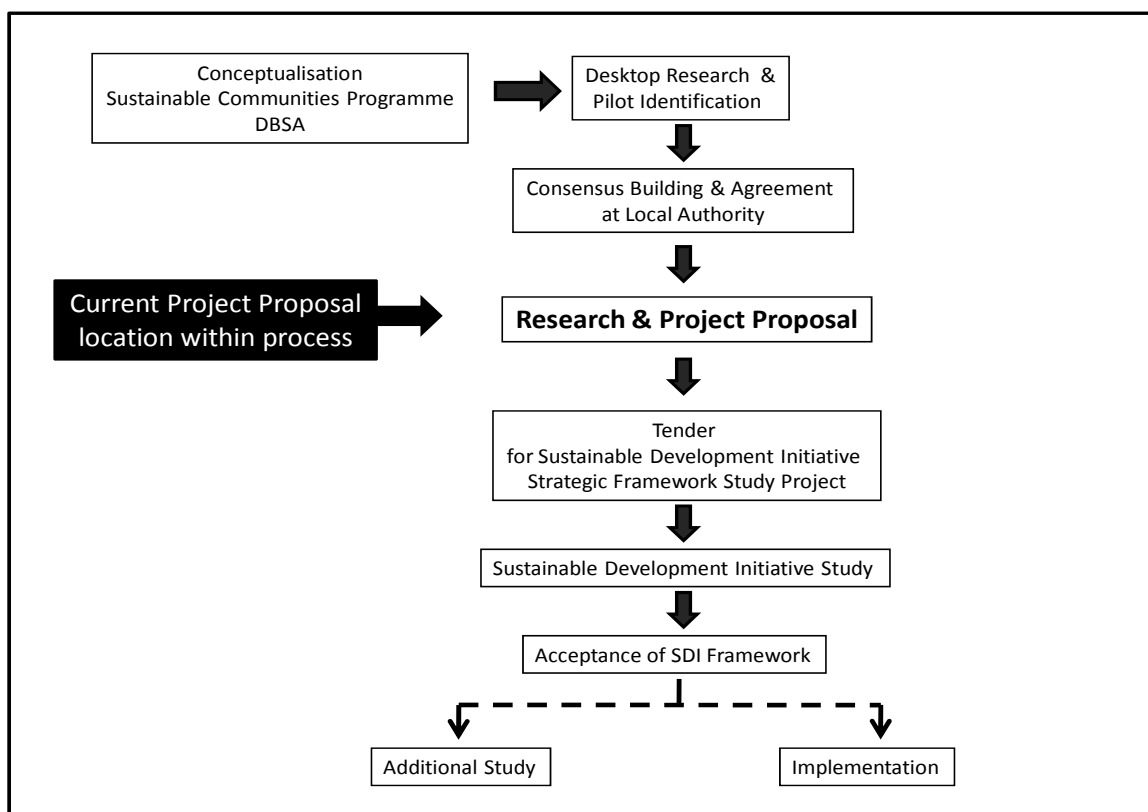


Fig 1: Location within envisaged process

Section 2

INTRODUCTION

2. INTRODUCTION

2.1 The Challenge

Mike Davis's opening chapter of his book *Planet of Slums* opens with the statement that [urbanization] will constitute a watershed in human history, comparable to the Neolithic or Industrial Revolutions. For the first time the urban population of the earth will outnumber the rural and given the impressions of the Third World censuses, this epochal transition has already occurred (Davis, 2006). In recent decades, much research and technical assistance has focused on the world's largest cities in the developing world, such as Mexico City, Sao Paulo, or Bombay. Yet secondary cities in many countries are projected to grow more rapidly than mega-cities. These urban centres face multiple challenges, including human exposure to biological pathogens and chemical pollutants from human and industrial waste pollutants in air, water, soil, and food. In addition, the large consumptive needs of urban economies can cause damage to ecosystems and other forms of natural capital in surrounding regions. Simultaneously, many national governments are transferring political, administrative, and financial responsibilities down to the local tier, where levels of infrastructure are weakest. The situation is particularly acute in parts of Sub-Saharan Africa where urban growth appears to be only weakly related to economic growth and development. Despite the challenges, secondary cities present great opportunities for bypassing old technologies and shaping development towards more environmentally sustainable futures (Swilling, 2006).

2.2 The Development Context

South Africa, and the rest of the developing world, is facing significant challenges in terms of growth and the equitable distribution of benefits to all. One of the particular challenges is how to ensure that the developmental approaches of the past are revised. These are generally practiced by the North using the South as a source of resources, where "the poor" are disenfranchised and alienated from the opportunities presented by growth and the distribution of benefits are subsequently uneven and unfair. This challenge, although certainly visible and pertinent on the global scale, is just as relevant in the Southern African context, particularly in South Africa where

after more than 10 years of democratically elected government, the reality is that, although there has been a sustained growth rate over the past years with significant investment flows in the region, the amount of people living in poverty has increased. In South Africa, we have seen a number of years of jobless growth, where economic expansion has been capital – rather than labour-intensive. Unemployment is rising as is the gap between the rich and poor (Fig, 2007). This is clearly evident in the social consequences arising from in-migration and subsequent growth of urban informal settlements.

There is growing consensus that in order to create a South Africa that is equitable to all, one where the opportunities that arise from the growth that South Africa is experiencing, will not result in disproportionate benefits accruing to the growing middle class, at the expense of the poor. In order to achieve this alternative approaches are required. The challenge is one of addressing these disparities and seeking ways to ensure greater and tangible equity within this growth, not in the manner that it has done in the past, at the expense or alienation of the poor. This growth, although viewed as an essential element in the development of the nation, if premised on existing material consumptive patterns presents greater challenges for overall sustainability and needs to be oriented in the concepts of dematerialisation and sustainable use of resources.

The challenge in trying to attain this new approach to growth rests in the “how” and the levers, incentives and drivers that are necessary to create it. There is one key aspect that seems to cut through all other issues. Although it is certainly plausible to argue that the environmental degradation and the approaches to growth, where the environment remains being seen as a resource for raw materials and a deposit for wastes is the overriding factor, it could be argued that the approach to the planning and the manner in which current developmental challenges are being addressed, contributes to the net cause of growth in poverty and the continued alienation of a large segment of the population. The main flaw of the current dominant system is that markets respond to the wants of those with money and disregard even the most basic needs of those who do not have the means to pay. Extreme inequality in income and ownership distorts the allocation of economic resources, undermines institutional legitimacy, and creates social instability (Cavanagh and Mander, 2004).

The practice of taking up land at the urban edge and creating low cost housing neighbourhoods and then having to subsidise the ever growing transportation costs to move these residents from the urban fringes to the city or town centres in order for them to find work often results in the “poor working to become more poor”, as their monthly living costs, including getting to and from work, outweigh their earnings. The environmental implication of planning that relies on the existing fossil fuel economy is also one that is under increased pressure with rising fuel costs and associated environmental risks. All these factors impact greatly on the poor, whose livelihoods are the most vulnerable to these challenges. The implication of this planning and urban typology has even more devastating implications for the community structures and how these communities function, denying them the basic freedoms associated with democracy where enhancement of human freedom is both the main object and the primary means of development (Sen, 1999).

There is a gradual realisation that the current approaches to development are not meeting the needs of the growing global populations and as such, new approaches need to be sought. An area where these new approaches hold potential is to identify how to create sustainable communities, communities with equitable access to resources and where communities are designed to function in different ways - ways that planners and communities are now trying to design and engage in (examples of these can be seen in cities such as Curitiba and Seattle). In a recent study of the ecological footprint of Cape Town where various income groups were assessed and their footprints measured, it was found that while the poorest communities had an ecological footprint¹ of only less than 1 hectare, the wealthiest neighbourhoods had footprints measuring as high as 14,8 hectares (Swilling, 2006). This supports Fig's assertion (Fig, 2007) that the gap between rich and poor is growing and illustrates the need for dematerialisation in the consumptive patterns of the current and emergent middle class.

¹ Wackernagel et al. (2006) assert that ecofootprinting documents, for a given population, the area of biologically productive land and sea required to produce the resources such a population consumes and assimilates the waste it generates. Ecological footprinting employs a standardised measurement unit to make results for different areas comparable, that is, global hectares.

Cities are fast emerging as the dominant form of habitation for the global population. The World Bank presents a scenario for the world of 2050, citing a global population of 9 billion, up from the 6 billion of today, almost all that increase will take place in the cities and towns of developing countries (World Bank, 2004). If one were to consider the additional scenario presented by the World Bank, that of the subsequent growth in per capita income, 2 percent growth in gross domestic product (GDP) in rich countries and an anticipated 3.3 percent growth in GDP in developing countries, the world income in 2050 could be more than an estimated US\$ 135 trillion, up from US\$ 35 trillion today. Forty percent of the world income would be in low- and middle-income countries (essentially developing countries), twice their share of 20 percent today (World Bank, 2004). The questions that need to be asked, considering these two scenarios, are how the ever emerging cities within the developing world would cope with this increase in production and the subsequent consequences of this massive growth?; what are the resultant consequences in terms of ecological degradation?, and what are the social and societal consequences? These questions are further compounded if cities are then viewed from a perspective of sustainable development and how the challenges of addressing the sustainability of cities and towns can be attained considering this massive anticipated growth.

Swilling cites the definition of Sustainable Development as the quote from *Our Common Future* (otherwise known as the Brundtland Report) as being "... development that meets the needs of the present without compromising on the ability of future generations to meet their own needs." (World Commission on Environment and Development, 1987, quoted in Swilling, undated). Considering the anticipated population and economic growth, what role will cities and towns play in addressing the core issues pertaining to sustainable development, and will cities be able to address these issues at all? Will cities be able to alter how they function in order to change how cities are viewed? What is required for cities to become the catalysts that drive sustainable development and allow for the attainment of the goals espoused in the Brundtland Report, *Our Common Future*? In the context of this project proposal, the reference to cities made above is broadened to consider the same questions in respect of all urban centres, that is viewing the challenges of small town growth and sustainability in a similar context to that of cities, where the differentiator is that of scale rather than total impact.

The challenge facing cities is highlighted by Keen, stating that cities are already the dominant form of human settlements, but this will only be a useful human adaptation to deal with our increasing population numbers if forms and functions are sustainable. In particular, it is important to assess the flows of materials and energy in and out of cities. If these flows stretch renewable resources beyond their ability to replenish supplies, or if these flows generate wastes which adversely affect the functioning of our life support systems, then people need to respond rapidly (Keen, in Birkeland, 2002).

Addressing sustainability of cities is about focussing on addressing the core issues of form and function. These, coupled with the social element, the cultural, the ecological and political actions, are the key drivers that need to be harnessed, integrated and reworked if cities are to be sustainable in any way. Without a collective and concerted drive to make direct inputs into these drivers of a city - planning and design, the resource use and inputs, and the social interactions within cities - no efforts to address the hope of leaving a legacy of resources for future generations will be realised. If these efforts do not originate in, and grow out of urban centres, these centres will not support but rather undermine any attempts at achieving sustainable development. To consider sustainable development and to exclude urban centres in the approach would be naive and would have disastrous consequences. It is only in urban centres, these, now dominant forms of human settlement, that any form of global sustainability can be achieved. If urban centres are to continue on the destructive, non renewable, consumption paradigm, no efforts focussing on sustainable development in the rural areas will play any role in contributing to sustainable development.

The challenge in terms of the projected growth statistics is that many in the developing world today aspire to these same middle class lifestyles, often the largest causes of the degradation of the environment and in many cases, social structures. In understanding what is necessary in the creation of sustainable cities, these dynamics need to be considered and built into the planning and approaches that need to be designed and formulated in order to create sustainable urban centres and sustainable communities.

In considering this picture of a global system based on the consumption and subsequent disposal of spent resources, located primarily within cities, the mass urbanisation to these cities and towns and in particular, the secondary cities, and the impacts that this will have on the functioning of these centres, how, one may ask, could urban centres become the drivers of any form of sustainability, let alone the achievement of a sustainable city?

Many would state that this is not achievable and cities are often viewed as being the centres of unsustainability. The answer lays in the three key drivers of the city function, namely, the built form, the consumption patterns and use of resources, and in the social functions and interaction within the cities. The key issue is not really 'sustainable cities' but cities whose built form, government structure, production systems, consumption patterns and waste generation and management systems are compatible with sustainable development goals for the city, its wider region and the whole biosphere (Satterthwaite, 2001).

While the debate about the role of cities in respect of the mutually supporting concepts of sustainability and equality are essential in understanding how these centres can be structured, the critical drivers of this structuring remain policy and governance approaches. The debate in terms of policy and governance focuses on ideological approaches to development and presents, in general, two differing views. The first is Neoliberal development theory, often associated with the developed North, and secondly a more developmentalist ideological approach, now being associated more in the South. The conflict and disjuncture between these two ideologies often emerges in debates on Globalisation (see Saul, J.S.; 2006, Saul, J.R.; 2005, Chang and Grabel, 2004; Stiglitz, J., 2002; Bond, P., 2002; and Cavanagh and Mander, (eds), 2004). This debate goes further to the concept of the role of the key players in development as articulated by John S. Saul "there is a need clearly to identify both the grim illogic of present capitalist system and the nature of the daunting, but far from impossible challenge that confronts those that would seek to help the globally exploited ... to rally assertively and in their own right. It is these tasks that surely must form the core of any development theory worth its salt in a contemporary global economy and polity" (Saul, J.S., 2006).

The Council of South African Trade Unions (COSATU) cites three areas where the current economic strategies of South Africa, namely the growth, employment and redistribution strategy (GEAR) has failed to deliver on expectation as being:

- The failure to rigorously prioritise economic development and to mobilise capital and civil society around it by ensuring broad-based benefits from growth.
- The narrow export orientation of industrial policy, without adequate orientation towards diversification and the protection of the domestic market as the basis for new industries.
- The inability to direct resources systematically to new industries

(COSATU, 2005)

2.3 The Developmental State

Debates about the developmental state display a variety of perspectives and where even the developmentalist state (Southall, 2006 as quoted in Fig, 2006) displays difficulties in delivering on services and poverty relief, and eschews a basic income grant to the unemployed proposed by unions, faith-based groups and the social movements (Fig, 2006). The conflict between what the developmental state, in the South African context may both deliver on and emerge as is best described in the 2005 COSATU Discussion Paper for the Central Committee. The debate was articulated as follows:

“On the right, the Washington Consensus argued that the state should not intervene to direct the structure of production or ownership. Rather ..., it should seek to enhance overall competitiveness, then let business determine the direction of investment. It can increase competitiveness principally through investment in infrastructure, education and training. But it should avoid structural measures – which the World Bank calls ‘targeted’ policies – that seek to promote particular sectors or types of ownership such as small enterprises. And of course, it should not own large sectors of the economy or direct credit to desirable activities (World Bank 2005). In contrast, leftwing observers have generally welcomed the perception that successful states in the South must intervene extensively in business decisions in order to restructure the economy. But they are troubled by the narrow focus on

industrialisation, rather than on social or human development. Moreover, they reject the bias towards capital rather than labour or other mass-based groups. The effective repression of unions is especially troubling” (COSATU, 2005). The South African Government is in the process of shifting from GEAR strategies to those focussed more of a developmentalist state approach and as such, is investigating approaches to realise the specific South African challenges associated with this shift.

2.4 The Policy Context

The town and outlying areas of the Grabouw region provide a unique and extremely rare opportunity for implementing a wide range of Government policies that have been adopted at the National, Provincial and Local Government levels to give effect to the national commitment to sustainable development and the creation of sustainable communities. These policy commitments span the economic, social and environmental policy clusters. Echoing these commitments, in his State of the Province Address on 18 February 2005, Premier Rasool confirmed the Western Cape’s central role in the search for sustainable solutions: “[S]ustainable development is already fundamental to our vision and practices as a government.” *iKapa elihlumayo* and the *Home for All* vision make explicit provision for sustainable development, as does the Provincial Growth and Development Strategy (PGDS), the draft Provincial Spatial Development Framework (PSDF), and the Provincial Housing Policy which translates the National Government’s new housing policy on ‘integrated sustainable human settlements’ into the Western Cape Provincial Context. These policy frameworks are all reinforced by the Provincial Government if the Western Cape’s Sustainable Development Implementation Plan (SDIP) which was adopted by all Western Cape stakeholders at the Western Cape Sustainable Development Summit in June 2005 (from Swilling, 2005).

The centrepiece of developmental local government is the Integrated Development Plan (IDP) (Pillay, et al, 2006) and since 1996, the IDP is the cornerstone of all municipal planning. It is supposed to provide strategic guidance to municipalities whilst linking sectoral plans and processes (Harrison, 2001). The term “supposed”, used as far back as 2001, indicates a need for approaches that seek to deliver on the developmental goals of the IDP as encapsulated within the 1998 White Paper on

Local Government which identify the IDP as the key tool of “developmental local government’ (RSA, 1998) and linked the IDP to a broader package of instruments which included performance management tools, participatory processes, and service delivery processes. The White Paper emphasised the role of the IDP in providing a long-term vision for a municipality; setting out the priorities of an elected council; linking and coordinating sectoral plans and strategies; aligning financial and human resources with implementation needs; strengthening the focus on environmental sustainability; and providing the basis for annual and medium term budgeting (Harrison, 2006). The service delivery boycotts as described by Atkinson in the Human Sciences Research Council publication, *State of the Nation 2007*, illustrates the failure of the IDPs to deliver on the espoused goals as set out in the 1996 White Paper on Local Government (Atkinson, 2007).

In its endeavour to respond to the challenges of a developmental state, South Africa is in the process of trafficking a number of new generation policies through parliament. These policies are often, although not always, multi-sectoral and often respond to national goals associated with sustainability, equity, an alternative approach to the South African economy and the developmental state in general. These policies, perspectives, frameworks and approaches include the National Framework for Sustainable Development (NFSD) currently awaiting ratification by parliament, the Accelerated and Shared Growth Initiative of South Africa (ASGISA), the National Spatial Development Perspective (NSDP) plus guidelines for IDPs and the PGDS, the recently released Industrial Policy which is in effect a new macro-economic policy, the National Framework for Local Economic development (NFLED), the sustainable human settlements policy, termed Breaking New Ground (BNG) and a number of sectoral policies focussing on water, energy, agriculture, etc. All these policies, frameworks and perspectives are however secondary to the South African Constitution where Section 24 (b) in particular, states that all South Africans are entitled to secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development².

² The articulation and combination of this set of policies is reproduced from a presentation on the National Sustainable Development Framework delivered by Mark Swilling in the course, *An Introduction to Sustainable Development*, presented at the Sustainability Institute in August of 2007.

Grabouw is perfectly configured in both geographical and strategic terms to become a national model for 'integrated sustainable development' and to demonstrate in practice how, through the partnership between the greater Grabouw public institutions, the Development Bank of Southern Africa (DBSA) and the Sustainability Institute, a 'developmental state' can participate and support the attainment of the concept of sustainable development and sustainable communities via partnerships and coordination across different levels of government, institutions and across policy sectors (Swilling, 2005).

This project proposal provides a framework for the roll-out of the process and a set of specific projects that are oriented towards the attainment of this goal.

The Sustainable Communities Pilot Programme is a project of the DBSA focussed on providing strategic interventions at six sites around South Africa, in order to engage in the processes of, and tackle the challenges pertinent to the establishment of so called "sustainable communities". Grabouw is one of these six sites. This project proposal will deal with the Grabouw site and the proposed engagement in the approach that has been adopted by the DBSA in the process of embedding an understanding and engagement in the principles of sustainability into the creation of sustainable communities.

This project proposal will represent what I believe should have been submitted, considering the intentions and directives given to the DBSA in regards to its mandate of engaging in the challenging practices of creating sustainable communities. What was submitted to the DBSA was a document that attempted to address the issues of a sustainable communities programme but was restricted by the predetermined and required framework of the DBSA.

It is believed that while the DBSA proposal certainly went well beyond the current paradigm of large scale top-down infrastructure planning and capacity support to municipalities, the approach was one that could have encompassed a far greater focus on capacity building with members of the community, both at the community organisation and general public level, as well as at the local government level. It could have pushed the boundaries specifically in terms of energy, water, waste

management approaches and infrastructure but, most importantly, equity. However, one of the key areas where this project proposal differs from that of the proposal submitted to the DBSA, is that this project proposal suggests that the ecosystem design should precede the design [and re-design] of the urban areas to ensure the sustainability of the ecosystem services (Revi, A. et al. 2006). This fact, contained within the proposal, was also considered from a social aspect, where a programme of in-depth community engagement is proposed that then serves to inform and support the planning and design programmes of the proposal.

This proposal will include two core aspects. The primary aspect of the proposal will be a strategic framework document detailing the challenges and highlighting the potential interventions that could take place. The second part of the proposal will be the project plan which would include the various programmes that are contained within the proposal. These programmes would include the following:

- Community mobilisation and empowerment programme
- Social compact
- Sustainable development framework
- Spatial development plan
- Housing strategy development
- Local economic development
- Rezoning of low-income area “project 3578”
- Development of a community service precinct
- Upgrading and renewal of the Main Street
- Country Club site development
- Sustainable agricultural programme
- Renewable energy hub
- Public transportation programme
- Public Services upgrade and support (particularly schools and health)
- Public space beautification
- Technical integration office
- Financial modelling programme
- Programme monitoring and evaluation

The above programmes will be detailed and expanded on within the project proposal. This set of programmes include a “package of (5) plans”, specific Public Private Partnership interventions (5) and 8 other programmes. These are integrated and interdependent. The high level objective of the project is to transform the town of Grabouw into a resilient and thriving place where people can find space to work, live and play in a way that will bring fulfilment – for them and generations to come (DBSA, 2006).

The intention of the project proposal is to facilitate the following actions:

- The facilitation of the engagement with the various stakeholders within the leadership structures of the communities in the Grabouw region. These would include community and political leadership as well as municipal officials.
- The framing of a foundation that is the core discussion document for the engagement with the broader communities to facilitate their participation in the framing and design of the project subsequent to the initial project design stage.
- The development of a document that would be utilised for presentation to the various authorities at the DBSA mandated to initiate a (true) Sustainable Communities Pilot to facilitate the release of grant funding to accelerate the process and to allow for the role-out of the Sustainable Communities Pilot Programme with supporting bridging finance options.
- The document that would be used to define the brief intended to inform an open call for public tenders, calling on service providers within the field of sustainable urban design and planning to tender to formulate a strategic framework for Grabouw which would serve as a document to drive the transformation of Grabouw into a sustainable community.
- The facilitation of a process to solicit engagement with the Sustainable Communities Pilot Project and in so doing secure funds for the various stages and programmes within the project.

Section 3

RESEARCH METHODOLOGY

3. RESEARCH METHODOLOGY

This project proposal has been drafted as a result of work conducted by the student submitting this project proposal with the express intention of formulating a project plan that would be submitted to the Theewaterskloof Municipality for approval, for what could be termed 'ownership' of the proposed project. The research was conducted over a period of ten months of active intervention in the area of research. This project proposal differs from that which was actually submitted because it was felt that the proposal submitted reflected a too broad and diluted project plan. This proposal has been revised in order to facilitate the submission of a proposal that, it is believed, will equip those endeavouring to embed sustainability in the planning and structuring of urban systems with a useful developmental approach.

In theory, this proposal would then be submitted to the various approval bodies within the DBSA in order to expedite the release of funds from the Bank to facilitate the commencement of the implementation phase of the Sustainable Communities Pilot Programme for Grabouw. As stated above, the project proposal submitted to the DBSA was limited and did not address the necessary sustainability aspects and this proposal seeks to address the issue of sustainability in order to build a sustainable community through the concept of sustainability transition, as distinct from "business-as-usual" or policy reform scenarios which would be financially and technically viable (Revi, A. et al. 2006).

It is important to note that the express purpose of the drafting of the Project Proposal was to assist the DBSA in their endeavours in altering their approach to the provision of Bank services. This change was in response to a directive from National Government to facilitate a change in the manner in which infrastructure, particularly in relation to the relationship between communities and infrastructure, is provided for in South Africa. The Sustainable Communities Pilot Programme is the result of this directive and as such, although the research that was conducted within the community, generally as a result of participatory observation (Mouton, 2002), supported by additional research and engagement with non-community stakeholders (Terre Blanche & Kelly, 2002), informed the process, the final outcomes and concepts that informed the proposal were specifically focussed on addressing the issues of sustainability within the community of Grabouw.

In the submission of the original project proposal, I had a specific role in the drafting of this document, one supporting the needs of the DBSA in the formulation of the proposal and to assist, through the knowledge base of the Sustainability Institute, in a number of key deliverables. The primary deliverable was to author the project proposal in consultation with the DBSA official responsible for this Grabouw Pilot and to then support this official in the “selling” of the plans to the various authorities. The second deliverable, potentially the most important, was to advise the DBSA and the municipality on how best to ensure that the broad concepts of sustainability were inculcated within the project proposal. These sustainability concepts had to be practical and in response to site-specific needs. A third deliverable was to look beyond the Grabouw site and to facilitate, through the engagements with specialists at the Sustainability Institute, a process of knowledge transfer. The main reason for this was two-fold: firstly, to educate the DBSA officials in the principles of Sustainable Development, allowing for these principles to inform the approaches adopted in the overall pilot programme. The second reason was to build consensus, within the DBSA as well as the various consultants who were engaged in the national initiative, in terms of what the key principles, from the sustainable communities pilot programme perspective, would in fact be.

The importance of detailing this within the research methodology is to allow for a clear understanding that the outcomes of the project submitted to the DBSA differ from those contained within the project proposed in this research proposal as the DBSA project proposal was informed by a specific set of processes and certain predetermined outcomes. The role that I have played in these processes allowed for the alteration in the thinking of certain of the DBSA staffers, but at the same time, has often been confined by a specific set of outcomes linked to a variety of factors including the specific project mandate. The time limitations in terms of research and drafting the proposal, municipal expectations and needs, urgent community needs, funding opportunities and most importantly the legal constraints imposed on all parties in the process also served to limit the primary proposal that was submitted for implementation. This has resulted in the DBSA proposal being one that represents and engages in sustainability but one that does not, as stated above, suggest that the ecosystem design should precede the design [and re-design] of the urban areas

to ensure the sustainability of the ecosystem services (Revi, A. et al. 2006) and the need to draft a proposal that would address these issues in a manner that better addresses sustainability and sustainable communities.

One of the main research methodologies that will be applied in this project proposal will be that of participant observation. The reason for this is that the bulk of the process of drafting this project proposal was conducted in a manner where I was directly involved in the site under review (Terre Blanche & Kelly, 2002), namely that of the Grabouw community. The project proposal has been informed, to a large extent, by the qualitative research conducted through participant observation, interviewing and document analysis (Terre Blanche & Kelly, 2002). This data was then coupled with sustainability oriented knowledge of the researcher to inform the project proposal. In addition, in many instances, I was provided access to the Grabouw community through the sponsor role (Terre Blanche & Kelly, 2002) that was played by both the DBSA and the Theewaterskloof Municipality.

It is the primary focus of this project proposal to present an approach that seeks to integrate the various opportunities that exist in Grabouw, in a manner that would allow for the adoption and effective inculcation of sustainability-oriented activities into the planning, development and implementation stages of the proposed project. Key to this approach is a shift from the traditional infrastructure-oriented model of service delivery to a model that seeks to allow for the emergence of democratic and participative governance within the communities (Mangcu, 2006) and for the communities to play an active role in the formation and ultimate development of their futures. This approach is further necessitated by the potential risks that the communities face in the ever increasing scarcity of resources and the resultant risks that the more vulnerable within the communities have to face.

The project is designed to insulate the communities and the resources from these potential shocks but at the same time present an opportunity of a socially integrated, functioning, economically viable town that has a definite sense of place and respect for one another but also a greater respect for the natural and social assets that make the town and place what it is, and what it can be.

Additional Research approaches adopted included the following:

Documentary (desktop) research: Reviewing information that existed in secondary literature including municipal documents such as the Theewaterskloof Integrated Development Plan, the Theewaterskloof Spatial Development Plan, the Theewaterskloof Draft Local Economic Development Plan and a variety of other documents and notes. In addition, additional sources of information were also reviewed including previous research projects, both in terms of the theme as well as the geographical context of the research.

Stakeholder analysis: Through a process of review within the area, a number of stakeholders were assessed and evaluated, from the context of their perceived role within the broader Grabouw community. An audit of the stakeholders was conducted and was used to inform the broader stakeholder forum structure that would comprise the ultimate stakeholder forum for the development facilitation process.

Semi-structured interviewing: As part of the engagement within the area, a number of one on one interviews were conducted with a variety of stakeholders and role players within the community. Caution was exercised within this process so as to ensure that no undue expectations were raised, no impressions of specific assistance nor a specific agenda embedded within the questions other than that of understanding the complexities of the locality from a sustainability perspective.

Questionnaire: As part of the monitoring and evaluation process, as detailed as a specific project (Programme 18), a baseline interview process against a set of specific questions was conducted. This was conducted with two key groups and a methodology was adopted to collate this data and conduct a comparative analysis. The sample groups used were firstly a set of community members identified by the various Community Development Workers and secondly, the members of the proposed Grabouw Stakeholder Forum.

Section 4

STRATEGIC OVERVIEW OF FOR THE GRABOUW SUSTAINABLE COMMUNITIES PILOT

4. STRATEGIC OVERVIEW FOR THE GRABOUW SUSTAINABLE COMMUNITIES PILOT

4.1 Introduction

The Grabouw region, located within the Theewaterskloof (TWK) municipality, provides a unique and extremely rare opportunity for implementing a wide range of Government policies that have been adopted at the National, Provincial and Local Government levels to give effect to the national commitment to sustainable development and the creation of sustainable communities. These policy commitments span the economic, social and environmental policy clusters. Echoing these commitments, in his State of the Province Address on 18 February 2005, Premier Rasool confirmed the Western Cape's central role in the search for sustainable solutions: "[S]ustainable development is already fundamental to our vision and practices as a government." *iKapa elihlumayo* and the *Home for All* vision make explicit provision for sustainable development, as does the Provincial Growth and Development Strategy (PGDS), the draft Provincial Spatial Development Framework (PSDF), and the Provincial Housing Policy which translates the National Government's new housing policy on 'integrated sustainable human settlements' into the Western Cape Provincial Context. These policy frameworks are all reinforced by the PGWC's Sustainable Development Implementation Plan (SDIP) which was adopted by all Western Cape stakeholders at the Western Cape Sustainable Development Summit in June 2005 (From Swilling, 2005).

Grabouw is ideally configured in both geographical and strategic terms to become a national icon and model for 'integrated sustainable development'. To this extent it, will demonstrate in practice how, through the partnership between the greater Grabouw public institutions, the DBSA and the Sustainability Institute, a 'developmental state' can participate and support the attainment of the concept of sustainable development and sustainable communities via partnerships and coordination across different levels of government, institutions and across policy sectors. This document provides a conceptual outline of what will be required to achieve this.

4.2 Historical Overview

Grabouw was named after the birthplace of German Settler Wilhelm Langschmidt who developed a small trading station there in 1856 after which the town developed around the service needs of the Elgin Valley Farms, and agriculture remains the basis of its economy. The station was located on the main trading route from Cape Town through the South-East Cape and eventually became the main commercial centre of the Groenland Basin, serving the fruit and timber-producing farms of the Elgin Valley and the Hottentots-Holland area. Grabouw is today the most important area for deciduous fruit production in South Africa, and wine farming is also now gaining momentum (Theewaterskloof IDP, 2005). The documented history of Grabouw is particularly Eurocentric with limited recognition being given to the history of the early inhabitants of the region; for example, the seasonal migratory patterns of Khoi over the Hottentots Holland Mountains via the Gantouw Pass (pass of the eland). The history of Grabouw and the region means very different things to many different people of Grabouw.

4.3 Economic Activities

The Grabouw economy is essentially agriculture-dependent and largely seasonal, with deciduous fruit production (apples and pears) and forestry being the main contributors to employment and growth. The gradual withdrawal of the South African Forestry Company (Safcol) from Grabouw and the woes of global over-production of apples, European and United States subsidies and the abolition of single-channel marketing posed special challenges to the apple industry. The industry has shown resilience (it is highly “production efficient”) and farmers have adapted, introducing new varieties and diversifying – particularly into the wine industry. Growth in the population has not been matched by growth in the economy. According to the latest census figures (Stats SA, 2001), the population for Grabouw has doubled since the previous census survey. There is little new business moving into the town and most growth is unaccounted. The intended toll road on the N2 over Sir Lowry’s Pass will bring new challenges and opportunities to the Grabouw economy. The tourism sector has not capitalised on its prime location viz-a-viz the Metro, Boland, Kogelberg Biosphere and the scenic beauty of the valley.

4.4 Socio-Economic Diversity

High income earners in the area are mostly the whites, average income earners, the coloureds and low income earners are the blacks. There is an increasing need for houses in Grabouw ($\pm 3\ 000$ – implying that nearly 50% of the total population require housing/accommodation), due to the fact that job-seekers enter the town seasonally looking for employment and do not leave after the fruit processing season, which subsequently adds to the already high rate of informal settlements in the area (Theewaterskloof IDP, 2005). The high levels of crime and rate of HIV/Aids infections are seen as deterrents to potential investors to the area. The contract workers to the region are often the most disadvantaged, earning arguably the lowest salaries in South Africa, and having the least access to benefits. These workers are unemployed for large periods of the year.

4.5 Demography

Grabouw is one of a few towns in the Theewaterskloof Municipality which lies on the busy N2 national road linking the Cape Metropolitan area with the “Garden Route” of the Southern Cape and can be described as a gateway to Cape Town. The area experiences a mild “Mediterranean” type climate common to the rest of the South-West Cape with hot windy summers, mild wet winters and a rainfall of 670 mm per year with average heights of 1010m above sea level. The town has a favourable location about 80 km from Cape Town, 54 km from Cape Town International Airport and 80 km from the harbour and railway station. It also lies 38 km from the N1 national road as well as being on the Fynbos Route and strategically located alongside the world renowned Kogelberg Biosphere which boasts a unique blend of Fynbos species for the potential stimulation of eco – tourism (Theewaterskloof IDP, 2005). Although population estimates vary significantly, according to the 2001 Census (Stats SA, 2001) figures the population of Grabouw can be estimated at 35 000 including the farming population. The population growth rate is estimated to be 6 percent and growing.

The link with Cape Town is one of the main reasons attributed to the in-migration and increase in residents within the area. It is a factor that also holds great potential in

terms of the rapidly growing metropolitan area and the potential benefits that this link to Cape Town could add.

4.6 Existing Institutional Arrangements and Stakeholders

Grabouw is one of 8 towns that fall within the Municipality of Theewaterskloof, with the Municipal offices located in Caledon. Although most of the capacity from a municipal management perspective is located in Caledon, there are some key players who are very knowledgeable about local issues and needs, and are located in Grabouw. These officials are responsible for the strategic function of Housing and, importantly, the technical manager.

The general lack of capacity in terms of the officials, either those based in Grabouw or in Caledon is an issue that would need to be taken into consideration within the strategic plan. The need to support these officials, a number of whom are newly appointed, is a critical driver of the potential success of the Sustainable Communities initiative.

One of the apparent challenges facing the spatial planning within the region is that this is outsourced and as such the effect and potential that planning has to change society and create a sustainable community is questionable. This also feeds into the Integrated Development Plan where the integration in terms of communities as well as the economy is questioned. The spatial planning seems to still reflect a style more reminiscent of the 1970's, where economic and racial divides are perpetuated through planning (see annexure 2). The reasoning for this may have been availability of land and other factors and not deliberate. This does however highlight the fact that there is a rigidity and lack of innovation in this regard; conventional approaches are being followed, often simply reactionary rather than strategic.

A further factor is the capability and capacity of the local officials to engage with the communities. Currently these roles fall on the housing officials who are simply fire-fighting, responding to the immediate needs of the homeless and are not in a position to be able to engage in any meaningful manner in terms of longer term planning based on a more sustainable and community focussed agenda.

Several institutions have been identified within the region. These include the Elgin Learning Foundation (ELF) and the Elgin Grabouw Development Forum (EGDF), Faith Based Network, Business Chamber, the Afrikaanse Cristelike Vroue Vereeniging (ACVV), Youth Commission, the Federation of the Urban Poor (FEDUP) and the Agricultural Union.

The ELF is a proactive organisation which has real capacity and is actively involved in numerous areas within the community, but for various reasons, at the municipal level, seems to be more active in other municipalities, outside the greater Theewaterskloof Municipal area. Regardless, the ELF is currently active in a number of projects, from small business development to a number of Sector Education and Training Authority (SETA) accredited learning programmes, agricultural development and even in areas such as first aid. The original objective of the ELF was adult education and while this still remains a focus, it has shifted its primary focus to skills and capacity building. It is felt that this institution is a key partner in going forward and relationships need to be nurtured with the ELF as they can play a vital role in the roll-out of the Sustainable Communities programme.

The EGDF, while highly motivated and focused, is still operating on a development model more reminiscent of standard developmental approaches, approaches often seated within the SDF. As such, many of the plans are high risk as other key factors such as wealth disparities, joblessness, segregation; poor community structures, etc. are not being addressed. The focus is on signature projects that have been in the planning stages since 2000 and which are still not off the ground. These projects include exclusive developments at the Country Club and Waterfront development along the Klipdrift River. A further development project is one of building a shopping mall for the low-income housing residents on the outskirts of town, a project that will simply reinforce a segregated community.

The EGDF lacks capacity and although willing, does not demonstrate a vision of an integrated and sustainable community (comment based on interviews with EGDF chairman and presentations attended). The current vision is to create an Industrial Development Corporation (IDC) model of a Local Economic Development Agency

(LEDA). This should be interrogated and investigated as it could build capacity if appropriate models are in place and the right conditionalities were imposed.

The only real Small, Medium and Micro Enterprise (SMME) support that is provided within the region is driven through the ELF and although it is assisting greatly, this support is limited to training. The institutional support and the ability to partner with existing business and other potential markets and partners is not being driven from the institutional perspective of the local authorities. This is being allowed to develop in an ad-hoc demand based manner and there is no real strategy in this regard from the local public bodies. The integration of these into national policies and approaches is also not in evidence.

Ward Councillors are mostly new in their posts and although there may be knowledge of the needs of their electorate, the ability to act on and address these must be strengthened. It is certainly felt that the current transition and disjuncture from the political, location and institutional perspective will need to be addressed in order to activate delivery and transformation of society if a sustainable community is the key objective. The issue of governance and the capacity of the current officials and municipal leader to manage all aspects with the necessary integrity and transparency is a further item which, although not questioned, would need to be embedded in any plan going forward.

Business oriented organisations present in the area are specific to certain industries and do not represent business as a whole. These include the Agricultural Union and certain marketing orientated operations. The reasons for the formation of these are primarily outcomes-based and do not necessarily engage in the role of business within the region. It does appear that there is a reluctance, and potentially differing agendas, in respect of the relationships between the public institutions and the various organisations (pers.com. J. Michaels). The need to investigate the role and local implementation of the national sector charters and how these interact with both the institutions and business is a further approach that needs to be properly interrogated.

Faith-Based Organisations are active within the area and are playing an important role in building community, assisting in filling the gaps left in the various areas by the under-resourced local officials. This is particularly evident in Early Learning Education and Feeding Schemes as well as in care for the aged. A first impression is that they lack capacity to coordinate efforts and leverage impact.

From a public health perspective, there is a great need for additional capacity and current facilities are inadequate to meet the increasing population within the area. A number of key strategic decisions have been made which has allowed for an effective strategic approach to healthcare within the region to take shape but the key issue remains capacity. Currently there is a concerning exit rate in terms of skilled professionals and although this skill remains in the Grabouw region, they are not active as a result of management approaches and the pressures that exist due to the lack of personnel. There is only one doctor who works at the clinic (who works half day) assisted by one student community service doctor. The seven private doctors resident in Grabouw are not engaged in the area of public health. The rest of the pressure falls on the nursing sisters who are clearly over extended. Currently there is modern equipment available at the facility that has not been installed due to a lack of space (pers. com. Sister Theniussen). One of the other challenges is that the healthcare services report to the region and are supported from Caledon where the main hospital is located but there is a larger hospital located only 20 minutes from Grabouw in Somerset West and although this facility is actively used, this also leads to some challenges in regards to policy and management.

Overall from an institutional perspective, there is some capacity within the Grabouw region but it is felt that there is a lack of central coordination, communication and integration between the various departments, particularly between Grabouw and Caledon. What is clearly evident in Grabouw is that there is a great desire amongst local officials to make a difference and with focussed and clear leadership, there is great potential. There is also a great deal of goodwill within the community and significant energy focussed on trying to find solutions to the issues that the area faces. This energy needs to be harnessed and the role of the communities within the process is critical to the success of the exercise. While there is certainly a will and a desire on the part of the officials responsible for Grabouw, the ability and skills need

to be supported and capacitated as this is currently one of the risks identified in terms of the proposed project.

4.7 Key Challenges

Spatial planning is lacking in Grabouw. Current projects seek to continue with “more of the same” and projects, either planned or at the implementation phase, are placing more and more low cost housing on the periphery of the town, adding to the services cost and impacting on capacity. The area is disjointed with large semi-industrial areas being located between the poor and the middle classes, creating visible divides that segregate the community in a manner that is blatantly apparent.

Although Grabouw is located in what may be described as an idyllic setting, the town centre shows visible signs of neglect and decay. There is an unconfirmed exodus from the area on the part of professionals. This is potentially for two reasons, the slow exit of South African Forestry Company (Ltd) (Safcol) from the area and potentially the decay present in the area means that this is not an attractive area for investment by middle class property owners. On the other hand the region is seeing significant growth in low cost housing needs and experiencing the pressures of the social issues that arise from this shortage.

Grabouw also has an additional issue of a rapidly growing and very transient population. Many people staying in Grabouw are not resident for extended periods of time and as such catering to this sector is also an issue. These are either those on route to other areas or seasonal workers that are migrant. Many seasonal workers remain at the end of the season and while unable to find permanent employment, need housing. Other key aspects pertinent to housing at present in Grabouw include a variety of accommodation requirements that are not necessarily housing and the potential and impact of letting within the communities at present.

The economic challenges relate to the ability of the economy to provide a sustainable base for employment and improving living conditions for the large number of poor people (and those that will still come in). The woes of the apple industry, Safcol's gradual withdrawal and the seasonality of the deciduous fruit industry need to be

countered through a range of strategies to bring people out of the economic wilderness.

4.8 Review

4.8.1 Institutional

Grabouw is one of 8 towns within the District Municipality of Theewaterskloof where the Municipal offices are located in Caledon. Some key players knowledgeable of local issues and needs are located in Grabouw - including Housing and technical. Municipal Capacity is relatively weak, with most management positions (3 out of 5) acting ones.

The key challenges that are becoming evident relate primarily to what could be described as a paralysis that is in place in the town. This is largely due to the continued in-migration of new residents from the Eastern Cape, resulting in a fast growing population with significant needs and the institutional challenge in providing this. Not only are the costs of delivery high, the ability to meet the backlog that has been created is questioned.

The approach in addressing these needs is defined in the Spatial Development Framework (SDF) which as a document provides little or no answers to the social and economic challenges that exist within the area. The SDF, from the institutional point of view, should serve as the guiding document, defining the roll-out and future planning of the town. In its present form, this will have potentially disastrous results. The real risk is that following the approach as detailed within the SDF will serve only to perpetuate and extend the institutional challenge that the area now faces (see Annexure 2 for an extract of the current SDF highlighting the role that this document is playing in perpetuating discommunity).

The current structure of the planning and development administration appears to be disjointed, with various individuals with responsibilities that overlap being located in different towns, let alone different offices. The ability to communicate and interact

and react to the needs of the residents is undermined. The net losers are the residents on the peripheries of the delivery and service provision web.

Although there is political buy-in to the proposed pilot, the connection of the municipal role players to the hopes and aspirations of those within the community is uncertain. While the municipal representatives display a sound understanding of what can be done in the roll-out, the reality of what needs to be done is different from the municipalities plan. This could be linked to the role that the SDF plays in the current approach.

4.8.2 Services

4.8.2.1 Basic Services

The provision of basic services has been accelerated but there is still a great shortage of delivery to many of the residents. What is not clear at the present time is the extent of the delivery shortfall. It is understood that the current housing need expected until 2007 is 3 000 units with 470 planned currently and that these have been planned in isolation of the need for clinics, schools, recreational spaces and other such services.

One of the real needs is to assess this in full and provide a plan for the opportunities that these needs present. Certain organisations active in the area are addressing needs such as crèches and other learning facilities and the sports field is in almost constant use.

The current SDF oriented planning is likely to create problems with respect to the transport and movement of the communities to the various centres. This will come at significant cost to the communities resident in the new areas and holds potential, considering the scarcity of potential meaningful employment that these residents will face, for strain and tensions within the communities. This is exacerbated by the future increases in fuel costs.

The provision of water and sanitation in informal settlements is planned at 3 taps for 25 structures and 5 toilet units for 25 structures. Current thinking is to re-establish all informal housing within an Emergency Housing Programme (Camp) – 2 000 families to be established on 1 000 sites. The implication is that 1 000 will need to be moved again! The likelihood is for this to remain once the delivery is complete as per this plan. It can be expected that the provision of services to others in need will take priority and that this 'temporary' delivery may become permanent.

4.8.2.2 Bulk Services

Per discussions held, it is clear that the housing roll-out and construction have not taken into consideration the provision of bulk service to the extent that is needed. The challenge to the engineers is that even currently there are strains being placed on services and with the added housing, this could ultimately lead to shortfalls in the delivery of services.

In terms of bulk services, water is currently sourced from the Eikenhof dam and although permission and rights have been secured for additional supply, the ability to pump this water and store it is problematic (pers comm. G. Engelbreght).

Eskom is directly supplying electrical services to the communities. It is understood that there is sufficient power to supply the communities and that the connection to the grid will not be an issue but the ability of the communities to use any more than the basic service amount is questioned due to the employment status and poverty levels within the communities. The longer term ability for this service to be financially viable is questioned considering two key factors, the first being the potential increase in costs of electricity and the second are the issues relating to real regional supply potential and capacity, particularly considering the recent power outages and capacity to deliver from Eskom.

Although the regional municipal solid waste area seems to have the capacity to address the current waste needs, the impact of the virtual doubling of residents in the region that is proposed in the housing roll-out could have a severe impact on both the

environment and the ability to manage solid waste - a further challenge that holds both concerns and potential.

4.8.2.3 Reticulation

Sewerage services are running at maximum capacity and certain lines are already corroded and requiring replacement (pers. com. G Engelbreght). There is no formal plan in place to upgrade the sewerage works and as such, new houses coming on stream will place a severe strain on the already over extended service.

Currently if certain lines are run at full capacity, these “blow” and are the very lines that are expected to manage the flow from the new developments.

The current plans have the potential to have a severely negative impact on both the health of the population and the environment if not addressed. The opportunity of alternative on-site options should be pursued as these potential solutions could provide both employment but also reduce costs of service provision significantly.

4.9 Social overview

Social structures and networks seem to be strained at this moment in time. The immigration from farms and other regions is placing a severe strain on the social structure of the community. This strain is further exacerbated by the lack of socially oriented services within the region and the inability of the municipal structures to keep up with the growing needs.

4.9.1 Poverty

A significant challenge in the area is the high seasonality and the resultant poverty-related issues that this presents. In the season, (which runs for 4 months, although others claim it runs for 7 months) there is a shortage of labour but for the remaining 8 months of the year, unemployment is stated as being between 60 and 70 percent. The impact of this on the community is significant.

This issue becomes more of a challenge in the fact that after each season, the majority of workers remain and in the new season, additional workers move into the area with work being scarce once the new season ends.

4.9.2 Settlement and Housing

Housing is potentially one of the most vital areas that needs to change in terms of creating a sustainable Grabouw. Housing and settlement issues include a backlog of delivery in terms of housing with 3 000 units required to be built by 2007 in order to meet demand. Current approaches follow conventional housing methods resulting in arguably sub-standard housing of the 'RDP' type, being built to a spatial plan that will further marginalise both the residents and the value of the housing stock.

Due to the seasonality of the region, housing has other dynamics where migrant workers enter the area for the season and although many stay, some then leave shortly after the season. This also has an implication in terms of housing/accommodation where current housing types do not necessarily address these needs.

One of the great challenges in terms of housing is that the model followed does not create an asset and, as with many other regions of South Africa, the residents within these houses have very little incentive to grow the 'assets' and use these as leverage in order to build a more robust personal economic base. The spatial planning approaches currently only serve to exacerbate this issue.

A further challenge in terms of housing is the fact that the capacity and management of the influx into the area is not being carried out in a manner that would allow for an effective understanding of the issues. This in no way suggests that influx control would need to be practiced, but does highlight the need for control of the housing requirements, an understanding of the numbers and knowledge of the trends in the regard.

4.9.3 Sense of Community and Coherence

Within the Grabouw community there are very evident divisions. These divisions are not only of race but are also economic, focused on income or lack thereof. Divisions are also evident in terms of old and new residents, formal and informal dwellers. In interviews, the term homelands is often used, implicating a belief that the 'migrant workers' (often permanent residents of Grabouw) do not have a sense of place or belonging. With this pervasive sentiment cutting through the community, a number of issues are amplified and if not addressed through programmes and initiatives, the potential of a sustainable community will become questionable.

There is however a strong Grabouw identity and even long-term shack dwellers feel that they are part of a Grabouw community (whatever they view that to be) and as such it is felt that there is potential to build a common vision and social compact that will strive to create a unified Grabouw. The Grabouw identity is positive and there is an apparent desire to create change for all and to build a community that is self sustaining and resilient.

4.9.4 Social Services (Education, Health, Cultural, Sport & Recreation, etc)

Education is an area that needs attention. The current education system within the area juxtaposes the model C school and public government type school. These schools, at the secondary education level are clearly located, one in the town essentially for the wealthy students and the other on the fringes for the poorer students. This accentuates the divide within the community, even at the school level. A number of parents also send their children to school in Somerset West as there is arguably lower standard of education in the Grabouw region, further accentuating the divide.

At primary school level there are slightly more schools, some linked to the two high schools, displaying similar models but there are also a number of other schools that show potential for being more integrated.

At the pre-school and early childhood development level, the capacity is largely taken up by a faith based organisation, Agape, who appears to be active in most of the disadvantaged areas.

Regardless of good intentions the various approaches and existing educational facilities within the area lack a concerted effort towards excellence in education. Different approaches, agendas and philosophies supporting education at the various levels do not integrate in a seamless manner as the child moves from one level to the next. The main casualties of this are both the learners and the community.

Health within the Grabouw community is a serious issue, with diarrhoea being one of the main aspects requiring treatment from the local clinic. This is a direct reflection on the other issues that the community faces, as mentioned previously, relating specifically to the housing and associated infrastructure needs. HIV/Aids and TB are on the increase and although there is some success in certain spheres, these still remain an issue. These challenges are again accentuated by the seasonality of the region where those who do not have work in the off season often see their health deteriorating and in particular, those suffering from HIV/Aids and TB who cannot afford food that needs to be taken with their medication.

The issues stemming from seasonality affect the community from the clinical and physical medical perspective where the off season sees an increase in domestic and community violence as well as child abuse and other such issues. During “the season”, children generally return to empty homes without any parental guidance and support.

From a cultural perspective, there is very little real identity within the area - potentially an issue that further amplifies some of the integration issues. The cultural element evident is focused on faith based organisations, with a large number of religious institutions present within the area.

Sport and recreation emerges as a cause for major concern in all discussions, especially the lack of facilities for the youth. There is only one main sports field (although the model C schools also has its own facilities) which is used on a

continuous basis through the week. There is a lack of other facilities, particularly for non-traditional sports (such as swimming, squash, extreme sports, etc) and the provision of such facilities is one factor that can, in a short time, potentially have a great impact on the community.

4.9.5 Social Capital

Social Capital is currently held within some of the institutional organisations including the Elgin Grabouw Development Forum and the Elgin Learning Foundation but capacity needs to be developed, particularly with the former if this is to be able to deliver and build capital within the community.

There are a number of other organisations active, such as Agape and the Groenland Aids Action Group (GAAG) which is a collaboration of a number of organisations within the area. Farmers Union, ACVV and Faith Based Alliance have launched individual initiatives to impact on development. In general though, the community lacks trust and a common vision, with energy wasted in pursuit of opposing agendas.

Areas where significant interventions are needed and where these interventions could have a positive impact include sport and community facilities (recreation and links to the Biosphere), educational psychologist(s) facilitation within the schools and the school system, a needs analysis of where additional interventions would have the greatest impact and school design, location and compliance to sustainable materials and energy use. (The Department Of Education is currently in the process to build a new school and can still be influenced to apply sustainability principles)

4.9.6 Spatial Integration

From a more localised perspective, Grabouw is faced by the challenge that there are three separate access points into the town from the N2. Two of these are dominated by successful farm stalls that, although they capture the market, may not release these potential 'feet' to the town. In addition to this, industry is located in what was poor land but now is located very close to the centre of town, closer than most residents. It is the poorer residents that are located furthest from all services on the

outskirts of town and far from the CBD and public sector services. The location of the poor and the location of industry present some of the greatest challenges to spatial integration. In some respects, there is spatial integration and in others not. It is believed that the town has potential over the short term to transform and change significantly towards a social and economic coherent unit. This needs to be achieved in a number of ways but the key driver in this regard is planning and how the longer term challenges are incorporated into the plans drafted now.

4.10 Economic

4.10.1 Infrastructure

The current economy of the region does not seem to have the drivers to support the population and the growing needs from an economic perspective. Urgent attention needs to be focused on growing the economic base and it is felt that this will not be achieved by deluxe housing developments and shopping malls. The need to revitalise and re-invent the central business district CBD is apparent. Spatial reconfiguration could bring business infrastructure closer to the users and increase their profitability. The infrastructure of the town, ranging from accessibility to the range of commercial, service and retail facilities, public spaces and nature areas, are not tourism-friendly. Similarly, service provision and access of all residents need to be improved. Basic services to all residents could have a significant additional economic impact, even if it facilitates basic and informal activities within the poorer areas.

4.10.2 Connectivity and Location

The location of Grabouw is potentially one of its greatest assets and one that is often not fully understood or capitalised upon. This refers specifically to its location as one of the key entry points into Cape Town as well as its links to the Garden Route, Boland, the Kogelberg Reserve and the coastal areas (Hermanus) in close proximity to Cape Town.

4.10.3 Natural Resource Base

Grabouw is fortunate to be located between two areas of high importance with extremely valuable biodiversity and subsequent natural resource value. The two areas are the Groenlandberg Conservancy and the Kogelberg Biosphere Reserve (see Annexure 3).

These areas hold great potential in terms of conservation and protected areas with great biodiversity. These areas are of significant importance not only as natural areas but also in terms of their interaction with other activities in the region.

Currently the value of these resources, although known, is not being realised. The benefits that could be generated from this are falling short and the area runs the risk of becoming something that is seen as being 'outside' of the area, rather a key asset and one that serves to make the area unique.

In terms of the interaction with the areas outside of the 'reserves', the Biodiversity in Wine Initiative (BWI) has launched an initiative to position South African wine against all other wines. This is based on the notion that our wines will be special due to our unique biodiversity and the interaction that this has with the wine in terms of character and flavour. As such, the link to the natural zones and the growing wine industry in the region is vital and one that should be capitalised on in a different manner. The land owners within what is referred to as the Elgin Fruit Bowl (where 95 percent of the original renosterbos has been cleared for agriculture) are encouraged to work to conserve the remaining 5 percent within what is referred to as the transition zone. Here aspects such as soil erosion and invasive plant species threaten the preservation of the natural vegetation remaining in the areas. In a recent study of a 2 km² area of the farm Solva, within the Elgin Basin, 13 different plant communities were identified, 10 of which are not even found in the adjacent Kogelberg Nature Reserve (Kogelberg Biosphere, 2004). This highlights the value of these natural tracts, not only from a biodiversity perspective but also from the point of view that the protection of these remaining areas is a priority.

One aspect of the valuable natural resource area within the region is that while this land is of vital biodiversity importance, it should not be seen as being exclusive and the general population of the region should be allowed access to it. Access to the reserve is currently restricted from the Grabouw side and as such, there needs to be a plan to create an entry point into the reserve from the N2 side. This could be done in a manner that it does not adversely impact on the preservation and management of the area.

To fully capitalise on the area, a number of options are available in terms of both the Keogelberg Reserve and the Groenlandberg Conservation area. These areas are not being fully utilised from an eco-tourism point of view. This option holds great potential and, if managed and approached correctly, could add great value to the communities. If not, the converse is true where the concessions are granted to already empowered operators, where the full benefits of a community asset are again denied to the marginalised. Eco-tourism by definition includes both the environmental aspect as well as the social aspects. Should options in this regard be pursued, the social side would need to be an integral part of any such eco-tourism project where projects planned need to focus on distributing a greater proportion of benefits to the environment and the community.

4.10.4 Industrial Base

The industrial base of the area is built on agriculture and the industries that support this primary industry. Agriculture, although perceived by many to be only apples, relates to apples as well as pears and other stone fruits with the wine industry now starting to emerge as a further important sector within the region.

One of the other challenges to the communities has been and still is the removal of the timber industry from the region. It is questioned whether there are other, yet unexplored options open to the communities in terms of the timber and forestry industry. One of the primary issues with this industry at the present time is that once the timber is harvested, it is removed from the area for processing (in Stellenbosch). Since there are sawmills in the Grabouw region which are not in operation, potential employment is leaving the area.

A unique opportunity exists to return to the natural state areas of Mountain to Ocean (MTO) Safcol state land and expand and link the reserves. It also offers potential resources to broaden black ownership of land and to introduce an inward-focused forestry industry which could include woodlots and hardwood options, community ownership or co-operative models.

This observation also holds true for the other sectors within the agricultural sector, even the fruit industry where most of the fruit is harvested and then leaves the area. There is some processing, creating work such as the fruit juice industries, but on the whole, even the packaging into which the exported fruits are placed is produced externally, making the web of net benefits derived from the industry very small.

Discussed already is the withdrawal of forestry from the region and while it is believed that there are other options that need to be explored in respect of this, the land that has already been cleared could be made available to agriculture in the form of land reform projects so as to allow the emerging farmers the opportunity to enter into the formal industrial economy of the region.

It is also noted that while agriculture is the main industrial driver in the region, there is very little industry that supports this such as cooperatives and implement sales facilities. It is assumed that this is primarily located in the Somerset West area, again indicating the leakages of income from the region.

Interviews with farmers has created the impression that there is a constant decline in the viability of the industry within the region and while this could be true, other figures show that while there was a decline, there appears to be a recovery. The reason for the protracted sense of economic uncertainty in respect of the agricultural industry could point to other aspects such as poor financial management and over-gearing by farm owners and the strength of the rand. This could have serious implications to the industry where those on the periphery, such as the temporary workers and even workers on marginal farms suffer as a result of actions beyond their control.

4.10.5 Commercial Facilities and Services

In the Grabouw region, there are very few commercial facilities and those in place generally service the agricultural industry. Census figure from 2001 indicate that only about 5 percent of the employment within the region is focussed in the area of commercial activities (Stats SA 2005). This indicates the potential risk that the region faces in terms of its reliance on agriculture as its main economic driver. The need to create other forms of employment and stimulate other commerce is seen as being of great importance.

4.10.6 Employment and Unemployment

This is a key factor that plays a fundamental role in all aspects of the livelihoods of residents in the region. The 2001 census figures list employed persons as being 5565 and unemployed persons being 3198 or 36,4 percent (Stats SA, 2005). What is not clear from this figure is exactly when in terms of the season this figure was calculated. The season in the region where most find employment on the farms is said to which runs for 4 months, although others claim it runs for 7 months. What this means is that there is a period of between 5 to 8 months where there is a significant decline in employment and according to some commentators, this may raise the unemployment figure up to as high as 70 percent (Pers comm. S Jacobs).

This needs to be addressed in any plan in terms of sustainability within the region and one that needs to focus on creating work within the area that allows for the individuals to have greater job security and stability (decent work). This would have a profound impact on a number of social aspects and challenges that the area faces. Speaking to health workers, it is clear that violence and spousal abuse increases in the off season.

The unemployment and seasonality challenges need to be viewed in conjunction with initiatives such as the public works campaign and ASGISA. Many projects could be coordinated and planned to take place in the off season, thereby creating additional employment and reducing the impact that seasonality has to the person on the street.

4.10.7 SMME Sector

Apart from the national chains, big fruit factories and Safcol operations, most businesses are operated by small formal businesses, including a number of franchises. Initial investigations indicate that there is little informal micro-enterprise business within the region. This could be as a result of the seasonality factor but if one were to compare this informal sector with that of similar sectors closer to Cape Town such as Khayelitsha, there are very few traders and spaza shop operators evident. In addition to this, there are also very few black business owners within the formal economy, possibly due to the fact that the agricultural industry is inclined to deal with larger businesses due to the intensity of the agriculture but also possibly due to the fact that it is so seasonal.

4.10.8 Spatial Dimensions of the Economy

This aspect adds to the complexity of the challenges within the region. The town of Grabouw appears to be somewhat quiet with little or no rush periods and access through the town is easy, with business places generally un-congested. This changes on Friday evenings and Saturdays when all the local farmers (an estimated 100 farms and as many as 20 workers per farmer (total of about 2000 staff potentially) bring their workers into town. A significant strain is placed on the commercial space and capacity within the town and as such prompts decision makers that there is a need for additional retail and commercial facilities within the town. This is an aspect that is questioned and one that may or may not be advantageous. The concern is that while the agricultural industry experiences an annual season, the micro economy experiences a weekly season. Although there is no clear solution to this currently, the concern is that the development of alternative facilities and services could dilute the already marginal opportunities within the region.

If one is to consider the potential that certain areas hold, such as redevelopment of the main street (that could be focussed on both the local trade as well as the potential that tourism holds) the question is asked whether tourism, mostly weekend travellers in terms of locals, would not compound this weekend increase in business

and would it not further prompt the development of alternative facilities. These are challenges where the 'how' needs to be addressed.

4.10.9 Opportunities

There are a number of opportunities within the region; one of them is certainly the link to the Kogelberg Biosphere reserve as well as the link with the Groenlandberg Reserve. This could stimulate the creating of other economies that could ease the seasonal troughs and create additional employment.

There is potential to link development projects and initiatives to periods of low seasonality so that staff previously employed as seasonal workers on farms could be redeployed to address national and regional infrastructure. This would also present opportunities that could help reduce the impact of seasonality.

The current approach to housing provision and the use of contractors from outside of the region needs to be addressed as a matter of urgency. While the required skills do not necessarily exist at present, the fact that an additional 4500 houses are required will most certainly justify some time and training in order to create a viable local workforce that could address this need.

4.10.10 Status of LED and Economic Strategies

There is not a Local Economic Development (LED) strategy in place that provides for joint initiatives and actions to address common needs, threats and agreed opportunities. All appear to remain with what is known and simply rely on agriculture, as has been the practice in the past.

There is no single source that supports the entry and progression of potential entrepreneurs from the marginalised segment of the population in the formal economy. Casual observation would suggest significant opportunities within the construction sector, both in manufacturing and artisanal work. Local procurement is part of all sector charters and can be a basis of significant new opportunities and

livelihoods. Similarly, the development of human resources to empower people to enter the mainstream economy is not being pursued in a systematic manner.

Development plans appear to be rather conventional and infrastructure-based but there does not appear to be a plan underpinning these proposals to stimulate local employment through the development of these projects. The projects and approaches seem to be focussed on development along traditional lines. Many opportunities exist but this does require different approaches and different thinking.

Any LED strategy would need to ensure that it will lead to significant new and decent work – including training, business support, CBD renewal in pursuit of tourism and anti-poverty strategies.

4.11 Environmental

4.11.1 State of the Environment

The town lies within the Cape Floral Region and is part of the transition zone of the Kogelberg Biosphere reserve. It lies close to the Boland Mountain Complex of the Cape Floral Region World Heritage Site. Although the environment is protected within large tracts of areas around Grabouw in terms of the two reserves already mentioned, the need to view the spatial and human development needs in conjunction with the environment is critical and as such the relationship that development has with the environment is critical to any planning.

One of the other unique opportunities that exists is the reduction of Safcol state land. Some of this land may be able to be returned to the natural state and this presents opportunities for the expansion and possible linking of the reserves.

The interaction and engagement with the environment within the low-income areas of Grabouw and the implications of poor planning and in many cases, approaches that follow the current norm, could have a negative impact on the environment. This is something that would need to be taken into consideration in the future planning. A need for a review of approaches is necessary. The example of the need to expand

the bulk sewerage works is one where alternative small and on-site treatment options could be considered. These will need to be implemented in a manner that does not provide for a sub-standard level of service to the new resident but one that addresses aspects and concerns in respect of the environment. It is also essential that all developments, particularly the middle class developments and public space improvements are actioned in accordance with these self same approaches, ideally initiated prior to the installation of similar services in the less advantaged areas.

A further example relates to the management of industrial and domestic waste and how changes in this could drive a number of benefits and at the same time protect and preserve the environment in a manner that is not currently taking place.

There is currently no integrated environmental management system. Often, the impact of actions and projects on the natural environment is not well understood. The potential rehabilitation of harvested plantation areas to fynbos, needs to be thoroughly understood and well managed. The town and its activities have not been properly integrated into the broader natural environment, signified by the relative absence of links to the biosphere from the Grabouw side - which offer great opportunities.

Wetlands and catchment area management and risks associated with the current approaches are not fully understood. The level of pollution visibly evident in both the Palmiet River, largely due to discharge from the waste treatment works (pers comm. S. Beyers) and the Klipdrift River, running through the town of Grabouw, subject to poor waste removal and dumping, exacerbates the situation. The water systems within the Grabouw area are of critical importance to Grabouw and the neighbouring regions as the area serves as one of the primary water catchment areas for the region feeding into essential water sources such as the Eikenhof and Theewaterskloof dams. The pollution of, and encroachment on, the wetlands further serve to retard the natural purification processes, thus compounding the problems.

4.11.2 Technical Dimensions of Infrastructure

Conventional approaches are from three key traditionalist perspectives where the interventions and focus includes technology, materials and provision. The other pervasive issue is that these approaches all remain disciplines on their own with little or no integration and no mechanism in place to facilitate this integration. In the case of bulk services, those responsible for service delivery are also located in different towns, with water and service to the sewerage plant being managed from Grabouw and the sewerage plant itself being managed from Caledon.

Regardless of the claims of compliance in terms of waste management, the question needs to be asked if this compliance is acceptable, considering the sensitivity of the area and the critical role that the region plays as one of the key catchment areas for major water systems providing large areas of the Western Cape with one of its most scarce resources, water. The current practice of dumping the processed water into the river systems is questioned as the pollution that this entails is a cause for concern. The stress that the processing of water is experiencing at this time and the faults that are present in the system as a result of overloading holds great risks. This is all the more relevant now considering the plans for the construction of additional housing stock.

Use of old technologies such as (highly unacceptable) asbestos piping is one of the major areas of concern as these installations are as much as sixty years old, disintegrating and causing pollution. The need to replace these services is urgent and the opportunity that now exists to replace them with alternative technologies or even to redesign the entire system, presents an opportunity that will not be able to be capitalised on should the pipes simply be replaced. Redesigning the entire system is something that allows the authority the chance to make a real difference in terms of approach. The alternative approach cannot be fully realised if the current silo-based, non- integrative institutional approach is perpetuated. All departments will need to work closely together and actively strive to reduce the load from a variety of perspectives. The engineers will need to work with those responsible for hygiene, those responsible for water provision, local ward councillors, the communities and the environmental departments within the municipality.

Section 5

DESIGN PRINCIPLES FOR SUSTAINABILITY

5. DESIGN PRINCIPLES FOR SUSTAINABLE DEVELOPMENT³

In an effort to define a broader and more qualitative approach to understanding the extent of sustainability within the pilot sites, a number of sustainability principles were defined in order to inform the process and to set targets to which all the pilot sites should aspire. These items were divided into two specific categories, the Sustainability Principles and the Sustainability Senses. These two aspects were formulated based on input generated at a group meeting of all members of the national Sustainable Communities pilot programme, held in Gauteng in April of 2006. At this meeting consensus was gained on what, for the purposes of the DBSA Sustainable Communities Pilot programme, attainment of sustainability would consist of and what targets the pilot sites should aim towards setting, allowing for specific as well as more general site-specific focus. This differs from a definition of sustainability and seeks to articulate quantitative and qualitative actions, figures, benchmarks, feelings and elements that would comprise a sustainable community. It could be argued that the principles that were arrived at were similar in conceptualisation to that of The Anna Karenina principle, popularized by Jared Diamond in his book *Guns, Germs and Steel* to describe an endeavor in which a deficiency in any one of a number of factors dooms it to failure. Consequently, a successful endeavor (subject to this principle) is one in which every last one of the possible deficiencies has been avoided (Diamond, J., 1997).

The Sustainability Principles were taken from the work by Swilling (2005), *Rethinking the Sustainability of the South African City*. In the context of the Sustainable Communities programme, the bullet points from this work were used and expanded on in order to define a specific outcome for Grabouw. The Sustainability Principles are as follows:

³ See Swilling, M. (2005). *Rethinking the sustainability of the South African city*. Bullet points per this brief, explanations are adapted to be pertinent to Grabouw and applied by the author

5.1 Sustainability Principles

5.1.1 Transition to Renewable Energy Alternatives and Energy Efficiency

The rising costs of energy provision and the long term increases in costs and how these will potentially impact on those who have the least capacity to cover these costs is a critical factor that needs to be borne in mind in the exercise of creating a sustainable community. Simply put, what will the social implications be to a community if they have services but cannot afford these services and what stresses will this place on the community and region as a whole? In this scenario, the potential breakdown of social structures and the relationships within the broader community are placed under severe stress and as such, is an issue that needs to be anticipated now.

From an environmental and longer-term broad sustainability perspective, these types of discussions are critical. As a result, efforts to enhance energy efficiency is the first step and can be stimulated within the existing housing stock as well as embedded within a number of approaches including that of the new homes and other buildings coming on line, be they industrial, residential or even public, transport and spatial planning and energy strategies.

There is much to be said for the principle of leading by example and in this regard, it is proposed that the municipality budget for and engage in an active change-over process whereby, wherever an opportunity may present itself, energy saving and renewable energy technologies should be applied by the municipality.

Not only will a move to renewable energy alternatives enable a more resilient community, it will also ensure that the use of non renewable resources and the subsequent environmental implications associated with this, including emissions and extractive actions, to name but a few will be reduced.

5.1.2 Zero Waste via Re-use of all Waste Outputs as Productive Inputs

The management of waste and the current practice of simply removing waste to landfill sites is one that is fast becoming a serious challenge to all authorities as waste accumulates and the space available for the dumping of this is no longer sufficient. Not only is the practice of dumping severely damaging to the environment, the practice and approach is flawed in that it means that a high quantity of valuable resources are being discarded rather than being re-used as a resource.

Not only is this of great importance from an environmental perspective, there are also a number of social benefits associated with recycling and re-use. Recycling and re-use allows for the stimulation of small businesses and the subsequent empowerment of often marginalised individuals.

5.1.3 Sustainable Transport, with a major focus on Public Transport

Transport is one of the fundamental areas in creating sustainable communities as it impacts on sustainability in a number of ways. Apart from the obvious excessive use of non-renewable fuels and the growth in the use of private motor vehicles, the impact of transport on all areas including infrastructure, pollution, environmental damage due to dumping and emissions, the impact on the landscape and on planning and spatial design, which focuses on cars and the use thereof all have bearing in this argument.

These issues have a significant impact on sustainability but there are a number of interventions that can be addressed so as to enhance sustainability.

The cost relating to transport and the potential impact that anticipated cost increases will bring, particularly on the marginal members of society is significant. These aspects result in a clear agenda being required to stimulate the use of public transport and to consider design and spatial planning activities that can stimulate walking and the location of the most vulnerable and poor of society in areas where the transport cost implications least effect them. In addition, the need to reduce

societies' need for transport will also have an impact on the society and the area as a whole from both the societal and environmental perspectives.

5.1.4 Sustainable Construction Materials and Building Methods

The advantages of utilising sustainable construction materials are emerging on a number of levels and quickly creating a level of impetus that, although not main stream as yet, is significantly further advanced than a few years back.

From the environmental perspective, there has been, for some time a very real question placed on the implications and associated consequences of the high embodied energy contents of most products used in the construction process. Apart from the environmental aspects pertaining to this, there is also the aspect of leakage and how much of the product used in the construction process that can be produced regionally, is being imported from distant sources.

The subsequent costs associated with these high transport costs and the above mentioned increases that are now a given in transportation means that an alternative is necessary. These alternatives are available and sustainable construction is now a very real and applicable approach that needs to be actively pursued in the quest for sustainable communities. In a current housing project in Stellenbosch, houses have been built for half the current accepted building costs (Lynedoch) and are built largely by locals meaning that the revenues generated and spent took place largely within the communities.

The challenge facing these approaches and the use of alternative building material is that they have not been tested by the CSIR and do not necessarily comply with the National Building Regulations in terms of materials. The challenge is to change perceptions of these materials from both the legislative and acceptance perspective.

5.1.5 Local and Sustainable Food (especially organic food)

Food security and access to nutritious food is key to growth and development of children as well as health of all within the communities. The reliance on imported

mono-crop agriculture not only means that vast sums of revenue are leaking out of communities but also that costs for basic foodstuffs are far higher than they need to be. The production methods in the farming of these foodstuffs are also of great environmental concern with land and soils becoming increasingly unproductive.

The need exists to engage with these challenges and realise the potential that this holds. One of the great advantages that these challenges present is that it creates a need for communities to view food security from the perspective of what they can do for themselves and where value, employment and food security can be generated through the adoption of programmes and approaches that stimulate local, small scale and preferably organic production of food for local consumption.

If approaches are adopted that can create work through agriculture at a local level while at the same time, insulating the communities from possible price shocks and constant increases as well as a decoupling from the globalised input dependant agricultural hegemony, the resilience of the community can be further enhanced.

The need to work towards local food production that meets the community's needs where farmers are not "contracted" to large multinationals is also a critical aspect of securing the long term survival of the agricultural base within the region. Local food is often less expensive and so residents of the area are able to purchase more food for their Rand. This often results in a more nutritious diet positively impacting directly on social services and community health as a whole.

The adoption of localised organic farming methods has a vital benefit to the natural environment, assisting in ensuring biodiversity is preserved. This is due to the reduction in harmful chemical inputs resulting in the regeneration of natural ecosystem cycles and as a result of these systems, scarce resources such as soil are not subjected to the current depletion of nutrients.

5.1.6 Sustainable Water Use and Re-use of Treated Sewerage

Water is a scarce resource. Access to and sustainable use of water is of paramount importance in future development planning. The pursuit of traditional treatment and

service provision approaches means that this precious resource is treated not as scarce but as if it is abundantly available. This is all the more relevant considering the fact that the water security of the Western Cape region is tenuous.

Alternative approaches need to be adopted in order to effectively manage this resource. In a report on the Cape Town use of water by Barry Gasson in 2002 it was found that almost 70 percent of all Cape Town's processed potable water was either used for toilet flushing, watering of gardens or swimming pools (Gasson, 2002). This highlights a completely unsustainable practice and approach.

Although it is the objective of the authorities to deliver on the national objective of free basic services to most of the low income dwellers within the region, the delivery of this service will become an ever increasing challenge.

Grabouw is faced with the challenge that the current sewerage treatment system is now at capacity and pipes are no longer able to carry the load. With additional formal housing coming on line (an anticipated additional 3 000 units requiring services), the systems in place will not be able to hold the increased needs. Currently there are no plans in place to increase the bulk sewerage services. Although this in itself is a cause for major concern, it does also present a great opportunity.

Grabouw has the potential to be one of the first centres to adopt alternative waste treatment systems on a large scale. The approach that needs to be adopted in this regard is one where waste is treated as a resource and not as something that needs to be "flushed" away. The critical aspect of the introduction of these new approaches is that they need to not reduce the comfort or appear to be substandard to the current practice in any way. If they appear in the slightest way as substandard, it can be assumed that they will not be accepted by the end users.

The technologies that can be considered include the removal of waste water from source via two methods and not one as is traditionally done. Firstly the grey water from bathing, clothes washing and cleaning is channelled from the source and, after simple processing, is re-used for toilet flushing. The black water from the source is directed to a separate, more intensive processing system and the waste water from

this is re-used in certain irrigation systems that assist in the further purification of the water. The black water can also be processed through units such as bio-digesters where the by-product of methane gas is captured and either re-used as a resource for cooking or possibly used to generate energy for the servicing of public energy needs such as street lighting or even transport. The separation of industrial waste from domestic waste is also a critical intervention, one that would allow for more effective use of the domestic black water which would not contain the levels of harmful components that are generally associated with industrial waste such as heavy metals, making it easier to recycle.

5.1.7 Enhancing Biodiversity and the Preservation of Natural Habitats

Biodiversity plays a large part in the preservation of all ecosystems. In the Grabouw region, with such vast natural beauty and ecosystem diversity, this is a critical aspect that needs to be integrated into all management approaches within the region. Grabouw, as stated earlier is located between the Kogelberg Biosphere and the Groenlandberg Biosphere reserves and is directly linked to two highly sensitive and critically endangered areas. There are a number of species within these areas that are on the red data lists. The understanding of how biodiversity acts within the natural environment is often disregarded by those in urban or even semi-urban areas and as such the links with the natural environment are lost. The role that Grabouw plays in the region in terms of preserving and enhancing biodiversity is of great importance to the longer term survival of these areas and the preservation of these species.

These areas, as with all natural and green spaces within the region, are a critical asset that serves to create a sense of place for Grabouw and define it as a place of significant natural beauty. The biodiversity also presents distinct characteristics in terms of agriculture. The wine from this region will be unique due to the biodiversity as will other produce and this provides a vital edge in the globalised world.

5.1.8 Meeting Fundamental Human Needs

Meeting the needs of all within the region is a critical aspect of the approach and one that underpins the entire approach that will be applied in the proposed project. The need to focus, in a disproportionate manner to those lacking in basic human needs, both physical and psychologically, is a key element of the approach.

It is safe to say that if the basic human needs are not addressed, attempts at any other forms of sustainability will be to no avail and the exercise will be of no value to anyone, let alone the poor. This disproportionate focus on those lacking in basic human needs becomes the key philosophy going forward and also prompts one to look beyond the current needs to the needs of the future and how, considering the challenges of the future, those on the periphery of society will be able to address their fundamental human requirements. If this is not carefully planned and a focussed effort made to continually address these aspects, the potential for initiatives to loose momentum and become more of the same is very real and this situation needs to be guarded against.

5.1.9 Valuing Cultural Diversity, Sense of Community, Participatory Culture

Grabouw, although claimed by many to have a strong sense of community, also has a strong sense of discommunity with calls for “influx control and removal back to the homelands” (pers comm: S. Beyers) being commonplace. It must also be stated that there is a positive approach and a desire to collectively address the challenges that the region faces.

This positive approach needs to be championed and the issues that cause the sense of discommunity identified, the drivers of this analysed and addressed. A critical aspect of the programme needs to be the participatory approach that allows for active engagement with the community on all levels and integrates the community concerns, hopes and dreams into the eventual outcome. The other challenge is to address the competing needs and although this may appear to be a different process from the above, it is felt that once the community engagement process is running, the issues that will emerge will be addressed in a collective manner. It is felt that once

the issues within the town are addressed and the concept of a sustainable community starts to bear fruits, the issue of in-migration will be seen as a value-add and not a threat and this will work to address the disharmony that currently exists.

Grabouw is starting to develop into a diverse town like many towns in South Africa and in this growth and development, it is creating its own identity, but this is being built on the current cultural diversity that exists which is adding a richness to Grabouw that will make Grabouw unique. This needs to be celebrated and efforts need to be made to channel this and promote it. In Grabouw currently, there are very few areas where cultural diversity can be showcased and this needs to form part of the plan moving forward.

5.1.10 Equity and Fair Trade at all levels (global, regional and local)

One of the core aspects pertaining to the establishment of sustainable communities is to ensure that all community engagement and interaction embodies the principles of equity and fairness and these are embedded in all approaches.

The goals of fairness and equality need to be held at all levels including how the communities of Grabouw engage with other communities and how Grabouw engages with external partners and challenges.

Equity is critical in terms of both gender and racial aspects and considering the past issues in Grabouw, it is of particular importance that frameworks and processes are established to allow for the engagement in these issues as well as to create the social structures that ensure integration and participation at all levels.

5.1.11 Health, Well-being and Soulfulness

Health is of prime importance to the overall success and cohesion within the community. The need to be able to allow for the re-emergence and affirmation of the sense of well-being and health of a community requires interaction and participation on a great variety of levels. This is an aspect that is often expected to emerge on its own out of other processes. In the crafting of a sustainable community, specific

programmes need to be put in place to manage this aspect and ensure that this becomes part of an overall plan. The need to develop a sense of spirit and soulfulness within the community is one that binds the community to a common cause and one that assists in the integration of the community. The opposite is also true where lack of focus and attention in this respect can also serve to undermine the process.

5.2 Sustainability Senses

While negotiation and interpretation of the above principles is expected and accepted, they are critical to the project and no initiative will proceed unless it suitably integrates these principles. In addition to the above, a broader and more qualitative approach to understanding the extent of sustainability within the pilot sites was required in order to define a set of indicators that would be less function specific but would cut across all aspects of sustainability. The approach adopted was drawn from Kelbagh's 'critical regionalism' approach (PGWC, 2000, citing Kelbagh, 1997), namely Sense of Place, Sense of History, Sense of Craft, Sense of Nature and Sense of Limits. These five principles were seen to apply to most aspects of sustainability planning, design and development but it was felt that drawing on just these five principles resulted in the lack of a broader and essentially cross cutting principle, that of a Sense of Justice. As discussed earlier in this section, this was discussed and agreed to by the entire working group and was then adopted. These include the following:

Sense of justice⁴:

- meeting fundamental human needs (subsistence, protection, affection, understanding, participation, idleness, creativity, identity and freedom) with appropriate satisfiers
- rights-based democratic governance and participation

⁴ "6 Senses" agreed at DBSA and technical specialist workshop, Magaliesburg 06&07 April 2006

Sense of limits:

- transition to renewable energy alternatives and energy efficiency
- zero waste via re-use of waste outputs as productive inputs
- connectivity via sustainable transport, with a major focus on public transport
- home building, sustainable construction materials and building methods
- sustainable water use and re-use of treated sewerage

Sense of place:

- health, well-being and soulfulness
- safe places within integrated communities (with special reference to children and women)

Sense of history:

- valuing cultural diversity, sense of community, participatory culture, healing and memory

Sense of craft:

- growing the local economy, greater equity and fair trade
- local and sustainable food supplies, markets, & agricultural value chains (especially organic food)
- human skills, knowledge development and continuous learning

Sense of nature:

- reverence for life, enhancing biodiversity and the preservation of natural habitats
- working with rather than against eco-systems

Section 6

A POTENTIAL GRABOUW VISION

6. A VISION FOR THE COMMUNITY

While it is certainly considered presumptuous to attempt to define what Grabouw may look like within the project proposal, it is also seen as being of much importance to attempt to frame some form of vision that would serve as a pathway to the ultimate sustainability framework. This section serves this purpose and in no way attempts to propose any definite agenda on the community of Grabouw. It is hoped that this section would serve more as a visioning section as opposed to that of defining an end point in the process.

6.1 Programme Objectives

The town is a national model for innovation and sustainable development. Grabouw is a transformed village displaying a tangible and intangible sense of equity, reflecting visual quality, where people live in harmony with one other and with nature.

6.1.1 Meet all Basic Human Needs Fairly

Basic needs: All people have access to clean drinking water and sanitation. People have food security via their involvement in food lots and community gardens and can depend on the “Community safety nets”, should they become vulnerable and dependant.

Dignity: All are dignified and respected in a community that values human beings. The poor, vulnerable and especially the aged, women and children are honoured and protected.

6.1.2 Growing and Sharing an Inclusive Economy

An economy that is rapidly expanding, due to the sustainable use of resources coupled with a significant interest in the scenic beauty of the valley. This would trigger unprecedented growth in visitors (tourists) to the area and investment in businesses. Significantly changed ownership patterns, with a large number of black people participating as owners, managers and operators within the formal economy.

Decreased unemployment to below that of the national and regional level with a large number of the residents of Grabouw active in the construction of infrastructure and housing – also via the expanded public works programme (EPWP), but extensively as small enterprises/contractors. Residents of Grabouw are able to access finance through a number of channels, particularly community-driven saving schemes, built primarily on the fact that their homes are now seen as assets and have value with a number of residents “selling” their subsidy houses back to the authorities and upgrading to larger homes, increasing their asset value again.

Decent work: People are able to increasingly become part of the mainstream economy, sharing in the abundance of natural resources and human ingenuity. Grabouw residents are not only employed, but are realising their dreams of being an important part of overall economic processes. Remuneration levels have increased such that people are making a decent living, are able to provide for a good education for their children and are saving for unplanned events and investment in productive assets.

Assets: Increasingly, all people are afforded ownership of valuable assets in real estate and businesses. Subsidy housing has become valuable assets – largely because of their location, but also due to its quality and aesthetics (and the popularity of the town as a place of residence).

6.1.3 Creating and Strengthening Community and Stopping Social Exclusion

People are working together to create a better future for all. This is happening in the fields of economic development, early learning, the provision for the vulnerable and caring for (and protection of) the valuable natural environment. This is supported by an extensive network of relationships and institutions that have built understanding and trust between peoples and interest groups.

6.1.4 Maintain and Improve Environmental Integrity and Quality

Grabouw is acknowledged for its scenic beauty – but also for the way the natural environment has been improved.

6.2 Programmes and Projects

6.2.1 Spatial and Related Projects

The project will entail a review of the current Spatial Development Framework (SDF) to provide a framework for sustainable development. The town holds the potential to be transformed into a location of character that reflects all of its inhabitants and projects, the “look and feel” of a prime destination that links to the Kogelberg Biosphere Reserve and other prime destinations such as Franschhoek and Hermanus. The following anchor projects have been (provisionally) identified:

- Developing a significant entrance to the town – possible at Orchards – and linking it through natural areas and activity corridor to the main street.
- Enter into a Public Private Partnership (PPP) with the property owners of the central business area (CBD) and redevelop the whole area as a “Street Mall” that appeals both to the local consumers and tourists. This approach is in no way advocating for a traditional shopping mall but rather a precinct that encompasses retail facilities but primarily becomes a critical public space within the community
- Develop the town as a compact and connected entity – linking areas (Perrigrine & Orchard entrances), “centralising” the CBD and bringing people (especially poor) closer to the economic and social infrastructure and opportunities in the town.
- Establish/develop the “Country Club” as a high quality recreation (especially for local people) and tourism facility – possibly themed on water and adventure.
- Re-zone the area currently designated for low-income/subsidised housing, to middle-income housing for people with private cars and also those that want to link to Cape Town – with the poor located closer to the CBD.
- Rezone areas for residential development in a way that would integrate the town, bring the poor closer to facilities and opportunities and promote modes of transport that are less pollutive.

6.3 Housing and Shelter.

The programme focuses on the establishment of 4 500 residential units and other family accommodation opportunities that ties to the lifestyle and needs of people, build a “sense of place” and community and blends with the natural and built environment. The programme will be implemented to maximise participation by and opportunities for the local population.

The most urgent need is to identify alternative land for “subsidy housing” to provide the poor with better location and prospects for asset building. Design and development must increase the overall density of the town to improve economies of scale in provision of basic services and transport. It is essential to mobilise bridging finance to implement a programme of housing construction that is meaningful, dealing with backlogs, current poor location and poor quality and resulting low values.

Architecture will be used to improve the functionality and thermal characteristics (orientation and isolation) of individual houses and the sense of community within developments. Aesthetics and high quality are non-negotiable and possibilities for upgrading and extensions will be considered. Designs need to accommodate higher densities – and provide for privacy and food gardens. Live-and-work multi story buildings need to be considered.

Materials need to be identified and developed that are non-toxic, have superior thermal behaviour, greater affordability, renewable and promote local economic opportunities. Review of the inclusion of the local forestry industry into the housing programme. The future of forestry need to be investigated, but from a local economic development (LED) perspective with local and community needs, interests and ownership.

Contracting needs to be re-designed to facilitate local participation. A support function is required to assist SMME’s in tender processes, procurement and delivery at a competitive rate and quality.

Phasing of housing delivery and associated infrastructure services must be linked to the current “employment cycles within agriculture” and need to be counter-cyclical and create opportunities for employment when the other part of the economy is at its low.

Needs identification in terms of the housing stock requirements should be conducted in a manner that allows for the construction of additional housing units to meet the needs that are currently unknown but will emerge in the future. In addition to this housing stock for middle and even higher income residents needs to be planned and integrated into the overall process and planning.

6.4 Infrastructure

The programme is about the design and development of water, sanitation, roads and energy infrastructure that will provide for the basic needs of the people, serve the economy and does not impact negatively on resources.

Infrastructure needs to be developed in a way that emphasises the importance of alternative energy sources (bio-gas, solar, etc), re-use of water and sewage systems and makes optimal use of local labour and materials.

6.4.1 Bulk Infrastructure

Bulk infrastructure needs to be supplemented and upgraded to cater for the increased demand for housing. Additional sewage treatment facilities to be provided on location and at scale with new housing development. Adequate bulk water is available, but additional purification is required at current standard approaches. Re-use of processed and purified (grey) water for flushing of toilets, watering of public green spaces and food gardening instituted to obviate the immediate need for the upgrading of the purification works. Energy-saving and generation by reducing bulk distribution needs for water and sewage, including solar heating as standard practice to subsidised housing and creating “energy plants” from solid waste.

6.4.2 Reticulation

All households need to be provided with water and sanitation on-site. Provision to temporary structures will be planned to fit with future development.

The sewerage services are running at maximum capacity and certain lines are already corroded and requiring replacement. There is no formal plan in place to upgrade the sewerage works and as such, new houses coming on stream will place a severe strain on the already over extended service.

The current plans have the potential to have a severely negative impact on both the health of the population and the environment if not addressed. The opportunity of alternative on site options should be pursued as these potential solutions could provide both employment and also significantly reduce costs of service provision.

6.4.3 Social Infrastructure and Operational Efficiencies

Social infrastructure is generally under-provided. Current facilities, however, represent a significant investment in the community and need to be better utilised. Standards of services need to be improved to serve the people better. Multi-use of sport facilities, community halls and education spaces needs to be promoted and planned. The general appearance of facilities needs to be improved through greening and maintenance programme to reflect the dignity with which the people are approached and served.

6.4.4 Maintenance

An asset management programme will be developed to ensure sound maintenance and management of existing assets.

6.4.5 Technologies

Technologies will be introduced that are cost and energy efficient, that maximise economic opportunities for local people, minimise resource use and can be easily

maintained. The technologies utilised will meet the needs of the community but at the same time provide for the necessary structures and innovations that will ensure a move from the existing paradigm in terms of infrastructure provision to a method that is community driven and takes due and sustainable care of scarce resources.

6.5 LED and Economic Growth

A programme to eradicate poverty and to promote economic inclusion and the bridging of the income and wealth gaps will be developed.

6.5.1 Strategy

The strategy will be founded within the Accelerated Shared Growth Initiative of South Africa (ASGISA) principles and objectives. The basis of the strategy is economic cooperation by all to the benefit of all. The key strategies will focus on human resource development, SMME support, poverty eradication and asset building of the dispossessed and previously disadvantaged.

6.5.2 SMME Support Systems

A comprehensive support programme will be developed that addresses the areas of business planning, skills acquisition, finance and marketing. The essence is to link local businesses with national resources including private sector commitments in terms of the sector charters (Possibly even a Business Place Model).

6.5.3 Training and Skills Development

This programme will build on the good work already being done by the Elgin Learning Foundation, with stronger links to the National SETA funding available and the Sector Charter commitments of business. In accordance with ASGISA, the focus will be to get a better skills match between demand and supply.

6.5.4 Use of State and Public Assets

This programme has several anchor initiatives, including:

- Improved location of subsidy housing – using well located state land and in situ development for that purpose
- The establishment and support of “new farmers”, including the establishment on old Safcol land
- Converting the land earmarked for subsidy housing to mixed income and using profits for Grabouw specific public benefit development
- Linking with the Kogelberg Biosphere. The possible establishment of lodges in Groenland reserve and the opportunities for local people as tourist guides and entrepreneurs will be pursued with Cape Action for People and the Environment (CAPE) and CapeNature.

Establish an active market for RDP housing – Municipality to buy-back houses at replacement value (taking account of required maintenance).

6.5.5 Waste Recycling

Waste management and recycling is seen as a key programme for environmental preservation and economic opportunities. Waste as an economic resource will be exploited, both in terms of removal sub-contracting, recycling and as a source of energy.

6.6 Social Services

6.6.1 Education

Sound and high quality education is viewed as a key programme in moving towards sustainable communities. The main objective is to build an integrated and seamless education system that would serve the community at large. The following key actions are recommended:

Pre-School

The objective is to improve the preparedness of children for school (grade 1) with evidence that pupils from pre-school facilities are adapting much better.

- Support the quality of education provided at private centres (AGAPE) through public support to improve the qualifications of teachers and the quality of facilities and curriculum.
- Increase facilities and capacity for pre-school at public schools.
- Obtain donor funding and support the above on a programme basis (at present it is ad hoc).

Basic Education (to Grade 9)

- Additional classrooms to over-extended schools – typically schools developed for 700-800 students accommodate 1 000-1 400 students.
- Support schools to deal with the challenge of larger than optimal (45) class-sizes. Financial support/sponsorships from the private sector or donor agencies are required.
- A system of educational psychiatrists to deal with the complex social issues that challenge basic education. The sponsorship of a single (full time) professional will have a leveraging impact in that the system can (then) attract interns. Seek private sector sponsorship.
- Provide for after-school care and recreation. Many students return “to the streets” as parents are absent (working). School facilities can be used, but other staff needs to take charge of that process.

Further Education and Training (FET)

- Address the stresses in terms of numbers – additional classrooms and staff.
- Offer subjects that are relevant to the changing external environment and for those leaving the school cycle to be equipped to meet the needs of the job market.

- Development of sport facilities – to be shared by the public schools (currently renting from the Model C School). This also relate to basic education (Primary Schools)
- Use School facilities for longer hours – as facilities for community activity, Outcomes Based Education (OBE) and FET after normal school hours.
- Provide a bridging programme and vocational training for the transition during grade 7 and grade 8.

6.6.2 Health

- HIV/Aids – Recognise and support the efforts of the Groenland Aids Action Group.
- Hospitals and clinics - Extensions to the Clinic is considered to be urgent. The cooperation between public and private health-care and practitioners could be strengthened.

6.7 Social Capital Development

6.7.1 Development of Sport and Recreation Facilities

This is an area where great potential exists as there is currently very little to offer in the region. The area where most of the schools are located adjoin a sports field that is woefully under-resourced and in need of improvements. Located on the side of Ou Kaapse Weg is the Gerald Wright Community Hall. All these facilities are linked in some way and this provides an opportunity to integrate, upgrade and redesign the entire area, creating a sports and recreation complex that will start to create a focal point within an area of town which links the wealthier town areas to the outlying suburbs.

Other activities can be included in this facility and links can be made with the clinics and municipal buildings to create a complex that addresses the needs of a great many within the community.

6.7.2 Strengthen NGO and CBO structures

Community Centre: One of the primary drivers in the potential change in Grabouw is the use of public space and how this is approached to build social cohesion whilst allowing for improved service delivery to the people of Grabouw.

The creation of a multi-service public space centred around the public buildings where residents could conduct banking (though an ATM centre) pay rates and water, engage with the likes of Eskom and Telkom, while also being able to attend community activities and address health and wellness issues, is seen as a potentially vital facility that could assist all residents and provide a platform for enhanced and customer focussed service delivery.

Strengthen Capacity of the Existing Community Organisations: Grabouw is fortunate to have a number of well resourced and structurally sound community organisations in place, actively working to support the residents of Grabouw. These organisations include the Elgin Learning Foundation (ELF), the Faith Based Alliance and Elgin Grabouw Development Forum (EGDF). These organisations, with support, will play a vital role in developing community capacity and capital.

Governance and Ownership: Ensure that aspects of social governance are central to the overall approach and are articulated within any social plan. The need to return the power and authority back to the community is seen as being a critical element that is inculcate within the approach towards sustainable communities.

Engage the Business Chamber, Agricultural Union, ACVV and others in the development and conclusion of a Social Compact for development.

6.8 Key Areas of Intervention

6.8.1 Social Compact and a Community Mobilisation and Empowerment Programme as a development framework and as guiding principles

One of the key initiatives in terms of the redesign of Grabouw would be to formulate a Social Compact through a Community Mobilisation and Empowerment Programme and to do this in a manner that engages with all stakeholders and all interest groups within the region. This would define the following:

- Way forward
- Embeds community based democracy within the process
- Seeks out the community voice
- Brings together different community groups
- Ensure effective and prudent use of gatekeepers
- Social values and mission of the project
- Overarching social philosophies
- Developmental principles
- Engagement approaches
- Roles of all stakeholders
- Forums for debate and discussion
- Defined objectives

6.8.2 Spatial Planning Revision

Identification of alternative land for subsidy housing: This initiative would be critical to the long term spatial and social integration of the area as well the potential economic robustness of the area.

The lack of social integration in the region and particularly in Grabouw town is seen as being one of the key factors that segregates the town as well as one of the aspects that keeps those marginalised at present on the periphery and regardless of the potentially negative consequences of this, the need to address this as part of any redesign process is critical. It is for this reason that the identification of alternative land is critical to the process. The current practice of placing the poor (and generally

those from the Eastern Cape) furthest from the town centre, currently over 4kms from the main street, and with the planned new development, this will only become greater, is not sustainable and for this reason, new sites need to be identified.

The potential to increase the rate base and find mechanisms to generate greater income for the overall management of Grabouw is also seen as being a critical intervention. The current site on the western side of North Pineview which has been identified as a site for new low cost subsidy housing but this is in reality prime real estate and property that can generate the required incomes. In addition, if this were to be the site of middle income homes, these residents would have the financial capacity to travel the distances to the town centre for purchases and services.

6.8.3 Low Hanging Fruit

Sports Facilities: Interviews have highlighted the need for extra-mural activities for children within the area as well as the need for other areas to be made available for Sport and Recreation. This is seen as one of the areas where interventions can be made with the cooperative use of the existing playgrounds of the various schools as well as the current sport fields that need to be upgraded. If this is looked at in a collective manner, other activities such as libraries, extra learning facilities, crèches and the like can be incorporated into the sports facilities. These upgrades can be done at relatively little cost but with a large impact on the community.

Clinic Upgrade: The clinic is a vital facility within the region. Currently there is equipment in packaging that cannot be used as there is a shortage of space. With the influx of new residents into the area, the sisters are playing constant catch up and are under-resourced, creating stresses resulting in competent and committed staff leaving the facility. This needs to be addressed and facilities need to be upgraded to allow for a better and more efficient level of service delivery. If other facilities are added to the clinic, some of the pressure could be reduced. As a result of the current practice where only a sister can prescribe medicine, as the ill (requiring only medication) arrive, they are generally the last to get assistance. If there was a referral and filter facility that could assist the sisters and direct the “not-so-ill” to an area

within the clinic which is primarily a dispensing facility, service to the sick can be improved.

Educational Support – Psychologist Sponsorship: Due to overcrowding in the schools and the differing educational and developmental levels of the various children, coupled with the social issues faced by many of the children and their parents (including single parent homes, absent parents, foetal alcohol syndrome (FAS), etc.) the role of the educators in identifying issues and addressing these issues in a positive manner is far greater in the Grabouw environment than elsewhere.

In discussions with educators, it was estimated that if psychological support could be provided to the children, this could reduce the additional pressure on the educators by as much as 70 percent and in so doing allow them far greater opportunity to address the education based activities in which they are skilled. The net result of this would be both support for the children in areas that are critical to their development as well as additional and more focussed teaching. These interventions are seen as being actions that would require minimal manpower and if addressed in a similar manner to the Lynedoch case, these could draw in additional manpower such as students and Non Governmental Organisations (NGOs).

Some immediate additional classrooms to schools: The schools are all over populated in terms of students but added to this, there are children who require both higher levels of education as well as a more technical education. While appointing educators remains a challenge and their capacity is stretched, the educators feel that if certain key areas can be addressed, as above, then they can spend more time on remedial and extra-curricular education initiatives.

For this reason, all the schools interviewed have investigated purchasing shipping containers and it is felt that if additional purpose built facilities were to be constructed, this would also assist greatly.

Beautification of Public Areas: Many of the public spaces in the Grabouw town are lacking in aesthetic appeal and the beautification of the area will also develop a

sense of place and pride within the town. This is not only at the two main entrances but in all the public spaces.

A key factor in the development of social cohesion within the international practice has been to focus the attentions of all on creating spaces that are accessible to all but also spaces that define the area and are of cultural, natural and social beauty.

The advantage of this approach is that it can be done in a manner that supports enterprise developments and stimulates SMME. If a concerted project is launched, starting with the development of nurseries, absorbing recently retrenched forestry workers into the production economy and then contracting emerging enterprises to conduct the actual beautification projects, significantly important objectives of creating employment, developing SMME's, using the needs of the town to create employment, starting and incubating businesses, etc are all held within these approaches.

6.8.4 Comprehensive Development Framework

The framing of a comprehensive development framework would focus on addressing the following:

Sustainable Technologies: As the sustainable development orientated initiatives are rolled out within the region, the need to be able to supply these initiatives with the necessary materials becomes critical. This presents a further opportunity to stimulate local businesses. The process would require training and modelling to suit the local conditions (as is the case of adobe bricks) but once this work is completed, the small enterprises could start actively developing the technologies required to support the drive toward sustainable technologies within the developmental approach. In this regard areas of focus would need to be:

- Waste treatment
- Building supplies
- Construction
- Additional technologies
- Waste recycling

- Water management
- Environmental technologies

One of the core interventions will be in the area of energy and the effective research, development, implementation and installation of this will be managed through an innovative and multidisciplinary service to the community, a renewable energy hub.

Community Building and Social Development: This is critical to the project and cannot at any time be excluded from the approach. The community is the main recipient of the proposed services and as such must agree and participate in all steps in the process.

Access to the communities is not as direct as had been hoped which is a cause for some concern. This needs to be actively addressed, potentially even via alternative role players, who have more direct access and are not part of the current structures.

6.8.5 Institutional Implementation Plan

- Setting up a representative forum for communication, negotiation and agreement on development principles, priorities, approach and programmes.
- Project management committee of DBSA and TWK – reporting bi-weekly to Municipal Manager and monthly to the Council and DBSA.
- Technical reference group established to support the programme.
- Social accord as reference framework for development.
- Implementation capacity to be evaluated on an ongoing basis by the Project Management team and capacity to be built on an ongoing basis.

6.8.6 Funding Models and Mechanisms

One of the primary roles of the DBSA would be to provide bridging finance to the municipality to address the interventions proposed. The biggest requirement in this regard is for housing. At the current subsidy levels (R40 000 per house) a total amount of approximately R200million is required over the next three years – compared to an expected allocation of R27million to the Theewaterskloof Municipality

for 2006/7. In addition to this, the DBSA, and the partnership will actively work to unlock funding (Municipal Infrastructure Grant (MIG), EPWP, Social Infrastructure Grants, etc.) that is in place but this needs to be secured from national and provincial programmes. Bridging arrangements (by DBSA and recovered from National Treasury) will be put in place to accelerate implementation and ensure a holistic implementation programme.

The team is confident that additional resources can be mobilised through the implementation of the suggested PPP's (notably on the "3578 development, Country Club site and Main Street developments"). The rezoning of the area currently designated for subsidy housing can also generate additional income (for financing capital expenditure), while boosting the revenue base of the Municipality. The further release of Safcol land could also be an asset and potential generator of Capital, either to the Municipality or to the people directly.

The team is also of the opinion that additional funding can be resourced from a range of donor agencies (UNDP, GTZ, DfID) that would like to be associated with the initiative.

Development mechanisms (e.g. for SMME support) will access national funds for their programmes from sources such as SETAs, IDC the Empowerment Fund, etc.

Local business will be mobilised and challenged in terms of their commitments in terms of the National Sector Charters to contribute towards development. Big companies, such as Appeltizer, will be approached individually to support community development on a programme (rather than ad-hoc) basis.

6.8.7 Budget

Programme budget – R' 000

Programme/project	TA Grant	Prep Asst recoverable	Investment Value	DBSA Bridging Proj. fin	
Community Mobilisation	125	0	0	0	125
Social Accord	209	0	0	0	209
Spatial Plan	418	0	0	0	418
Sustainable Development Framework	110	0	70 000	35 000	35 110
Housing Strategy Development	396	0	160 000	160 000	0
LED Strategy	253	0	21 000	0	21 000
Sustainable Agriculture	0	145	0	10 000	10 145
Renewable Energy	65	0	0	0	65
Public Transport	50	0	0	0	50
Schools upgrade & support	50	0	8 240	8 240	0
Public Space beautification	20	0	0	0	20
Programme Monitoring and evaluation	264	0	0	0	264
Project 3578	0	455	50 000	0	50 455
Community Service Precinct	0	264	20 000	0	20 264
Upgrading of Business Street	0	364	30 000	0	30 364
Country Club Site Development	0	275	30 000	0	30 275
Technical Integration Office	185	0	0	0	185
Financial Modelling	100	0	0	0	100
Total	2 245	1 503	389 240	213 240	199 099

Multi-Year budget R'000

Programme	2006/07	2007/08	2008/09	Balance
Technical Assistance	2 245	290	320	700
Prep Asst	1 503	0	0	0
DBSA Bridging Finance	23 240	95 000	55 000	95 000
DBSA Project (loan) finance	6 000	45 000	50 000	30 000
Total	22 318	140 290	105 320	125 700

Section 7

PROGRAMME ACTION PLANS

7. PROGRAMME ACTION PLANS

The plan consists of 18 interventions, 5 of which are planning orientated, 5 public private partnership orientated plans and 8 other interventions. These are integrated and interdependent. The high-level objective of the project is to transform the village of Grabouw into a resilient and thriving place where people can find space to work, live and play in a way that will bring fulfilment – for them and generations to come. The programmes are as follows:

Project Brief Details

7.1 Community Mobilisation and Empowerment Programme

This programme is about seeking out the community voice and identifying the areas within the Grabouw community where the voiceless are not afforded the opportunities needed to play an active part in defining their own future. This process is the precursor to the Social Compact and is a facilitated process designed to allow for the emergence of a democratic and equality based approach to the formation of the social compact. This process is also primarily concerned with the dissemination of information about the processes envisaged within the Sustainable Communities pilot programme and through information, empowering the community to allow them to play an active role in their future.

This is a critical intervention and will take the form of active engagement with the community as well as facilitated processes that would include the following:

- Deep emersion and community engagement
- Drafting of a uniform message
- Mass community meetings
- Appreciative enquiry processes
- Healing and reconciliation
- Storytelling to build cultural and social identities

OBJECTIVE: This programme would constitute the initial engagement with the communities in order to identify what is required. This is viewed as being the first step in the process required to develop Social Cohesion and a sense of community

that is founded in the provision of clear and understood objectives. The project plan, although to many a complete document, has been drafted based on a broad understanding of what the communities may require and what their challenges may be. This process is about including these communities in the process and about empowering them to formulate their plans within the development framework. A further objective would be to develop an understanding on the part of civil society, business and public institutions in terms of what roles they would play and the importance of their participation in order to facilitate a process built on understanding, integration and discussion.

OUTCOMES: The envisaged outcomes of this programme would be a community that has been involved in a process that builds understanding and buy-in as well as one where the community understands their role in the construction of proposed frameworks, programmes, principles, etc. It is further seen as critical that the community understands the proposed plan and how the concepts of sustainability are integrated within this. It is also seen as critical that the community understands the need for sustainable development of the area and understands the implications of a paradigm that does not allow for a shift from traditional modes of service delivery and consumption. In order for the structures to be put in place and for the facilitation of a process that allows for the groundwork to be done facilitating the Social Compact, strong commitment to the process needs to be built by the involvement of CBOs and NGOs.

OUTPUTS: Critical to the process is the appointment of facilitators to capacitate the process and to allow for the inclusion of the various community groups into the process. Thereafter, agreement would need to be gained, with action steps in terms of the principles contained within the Compact on the way forward and how the community participation will be addressed within the process. This would entail the identification of areas where potential discord could occur and how this will be addressed. These processes will emerge out of a process of deep immersion within the community on the part of the facilitators where interventions such as appreciative enquiry will be used to allow for the emergence of the community voice. This will then allow for the formulation of steps to ensure positive management of challenges and obstacles that will emerge within this process.

INPUTS/ACTIVITIES: The key activity of this process would be the conducting of a process of appreciative inquiry in order to stimulate engagement and allow for the emergence of the community voice but at the same time to focus on the positives that are already present within the community and to seek out ways to build on these. This would be followed by a group meeting programme to allow the entire community an opportunity to understand processes envisaged within the pilot programme. From the various meetings, a process will be embarked upon in order to identify process ambassadors to act on behalf of the processes and allow for engagement to take place in an agreed manner. This will then allow other processes to emerge, such as the review of social capital and potential and a social audit study. The final aspect of this process would be to find ways that link this process with the social compact process and to allow for the birthing of the social compact process with the mobilisation process being the foundation of this.

7.2 Social Compact

The project is about a dynamic dialogue on the future of Grabouw and the role that different stakeholders would commit to, to realise such future vision. The process is participatory and will be led by a professional facilitator who will be responsible for engaging peoples' participation, facilitating a transparent process, setting up systems for participation and communication and resolving conflict.

OBJECTIVE: The overarching objective of this segment of the Sustainable Communities pilot within Grabouw is to facilitate the processes and actions that precipitate the beginnings of social cohesion and a sense of community that will be apparent in a common vision and clearly defined objectives within the town and surrounds of Grabouw. This will entail a broad commitment from all relevant and affected stakeholders to participate, including civil society, business and public institutions. Forums for debate and discussion, "rules of engagement" and values and growing of a "Social Capital" should be established.

OUTCOMES: A community that works together towards an agreed Vision and within collectively agreed frameworks, through programmes that have been designed

through a consultative process, clearly defining agreed and aspirational principles that articulate the desired outcome in respect of how the broad community view Grabouw now and in the future.

It is essential for the creation of an effective and participatory drafted compact that suitable and relevant resources are allocated to the project on the part of the DBSA as well as the investigation of access to additional sources of funding specifically for this purpose.

Key to the development of the Social Compact, is the role played by community based organisations and non-governmental organisations. Coupled to the role played by these organisations is the need for the organisations to have the institutional capacity, infrastructural strength and resilience to be able to actively engage in the various processes and to perform the necessary, and critical, part that they need to play in the process of bringing together the various stakeholders, while at the same time building on the trust and networks that exist within their organisations.

OUTPUTS: The key output of the entire process would be to deliver signed documents that reflect agreements reached articulating the broad vision, process and mechanisms pertinent to the creation of a social compact for a sustainable Grabouw. This will be achieved through a process built on consultation and participation where all parties are engaged with and play an active role in the process.

In the process of drafting the Social Compact the process will actively strive to seek out and identify areas where potential discord could occur. Once these areas of potential discord are identified, the consultative and collective process will be further pursued to allow for the active formulation of steps to ensure positive management of discord going forward.

INPUTS/ACTIVITIES: One of the aspects where active inputs will be delivered will be in the collective identification of stakeholders that will be engaged to participate in the process of the drafting of the social compact. This will lead to a number of specific processes designed to build consensus and collective buy-in within the broader Grabouw community. This process would include facilitated

engagement with all stakeholders and initiatives such as public meetings, person-to-person interviews, focus group meetings, written recording of aspects, workshops, and other initiatives that will emerge from the processes. At all times these processes will be led by the proposed facilitator and will seek to build consensus through collective input and participation in the processes.

This process would need to deliver on the following key outcomes within the social compact. The outcomes would be to define a way forward, to collectively draft the social values and mission of the project. In addition, to form:

- Overarching social philosophies
- Developmental principles
- Engagement approaches
- Roles of all stakeholders
- Forums for debate and discussion
- Defined objectives

Study/Investigate/interrogate: Social dynamics, development issues, priorities and potential, and values and aspirations. This study would also need to unpack the linkages between the social dynamics, development issues, priorities and potential, and values and aspirations.

Critical to the process would be a complete review of the social capital and potential of Grabouw and the broader region as a whole.

Key Deliverables:

- Signed documents that reflect agreements reached articulating broad vision, process and mechanisms
- Process of consultation and participation
- Identification of areas where potential discord could occur
- Formulation of steps to ensure positive management of discord

This would need to build an environment that leads to the following:

- A community that works together towards an agreed Vision and within agreed frameworks, programmes, and principles.
- Commitment of resources to the process
- Strong CBOs and NGOs
- The beginnings of Social Cohesion and a sense of community that will be apparent in a Common Vision and clearly defined objectives
- A broad commitment of civil society, business and public institutions to participate, with established forums for debate and discussion, “rules of engagement”, values and growing “Social Capital”.

7.3 Spatial Development Plan

The Spatial Plan will inform a broad range of approaches and concepts as well as form the basis of all development over the period of the pilot intervention and into the future. The approaches within this programme would be to appoint a Service Provider on open tender to assist in the review of the Spatial Development Plan for Grabouw in accordance with the National Spatial Development Plan, the Provincial Spatial Development Framework, and the set of sustainability principles and specific objectives as per the Social Compact. This is (again) a participatory process.

OBJECTIVE: A Spatial Development Plan that will optimally address social and economic aspirations of the people of Grabouw with special reference to addressing a number of the key challenges that have been identified. The key challenges that would need to be addressed and resolved within the SDP would include the integration of the community, not only in accordance with national policy but also in a manner that actively addresses the challenges of Grabouw specifically. A significant area of focus would be the bringing of the poor people of Grabouw closer to the core of the town, reducing transport costs and lifestyle costs whilst actively integrating those traditionally disenfranchised. One of the objectives would be to seek ways to increase the economic returns on infrastructure and to derive optimal returns from other public assets.

There are three other prime objectives that are integrated and are built on the core thinking in terms of the pilot and these include the following essential components.

The need to provide a basis for sustainable service delivery within the Grabouw area and surrounds, a plan for the effective and sustainably orientated use and conservation of natural environment with particular focus to the urban environment and the link between this and the current Biosphere Reserve, and lastly, the plan needs to enable the provision of social and cultural service and activities.

The overarching objective is to remedy, through a revised Spatial Plan, the social exclusion, disjuncture and unsustainable planning approaches that have been perpetuated, and even amplified, by the more recent spatial planning approaches and plans.

OUTCOMES: It is essential that for the success of the entire Sustainable Communities Pilot programme to succeed, popular buy-in and support is of paramount importance. It is thus essential that as an objective, the plan needs to create an environment that can stimulate this buy-in. It is envisioned that this will be achieved through the formulation of a plan that promotes an integrated town plan – promoting social cohesion and integrated service delivery (basic and social services) with the central business area (or main street and potentially the Community Service Precinct) having higher densities, supporting a vibrant urban energy within these areas stimulating connectivity and community cohesion. In addition, it is essential that the people of Grabouw have access to social, cultural, economic and environmental goods and services.

OUTPUTS: One of the key outputs that would emerge from the process of designing the spatial plan would be to increase population densities in central Grabouw – primarily using vacant municipal land and other available resources. The plan would need to provide for alternative approaches that stimulate social and economic integration and reduces transport usage and distances that the poor have to travel. A further key output would be to conduct a long term review of Grabouw and to provide a plan of growth areas with defined parameters to planning, including addressing the provision of schools, clinics and other social facilities as well as providing for recreation and cultural usage in an integrated fashion.

INPUTS AND ACTIVITIES: In order to achieve the required outcomes, outputs and objects a number of interventions will take place to support the programme. These interventions will include, but will not be limited to, the use of specifically appointed urban design professionals in accordance with a detailed outcomes based brief. There would be an active process of public participation with multi-stakeholder engagement including different government departments (municipal, provincial and national governmental departments).

In addition the plan would also identify key needs, including the following:

- Infrastructure
- Services plan
- Current and future bulk needs

An additional aspect of the spatial plan would include the compilation of basic demographic information and trends pertinent to the immediate Grabouw environs including the interconnected interactions in this regard.

The deliverables of this programme need to be achieved in a number of ways, but the key driver in this regard is planning and how the longer term challenges are incorporated into the plans drafted as a result of this programme.

Key Deliverables:

- Popular buy-in and support
- An integrated town plan that promotes social cohesion and integrated service delivery (basic and social services)
- Higher densities and a vibrant CBD
- Connectivity of people and access to social, cultural, economic and environmental goods and services
- A spatial plan that increases population densities in central Grabouw
- Alternative approaches that would stimulate social and economic integration and reduces transport usage and distances that the poor have to travel
- A long term review and plan of growth areas with defined parameters to planning

- Providing schools, clinics, recreation and cultural usage in an integrated and sustainable fashion
- Facilitation of the integration of the spatial plan with the other programmes within the pilot process

7.4 Sustainable Development Framework

This project is a continuation and expansion of the initiatives contained within the Social Accord and Spatial Planning. It entails a participatory process to review Social and Economic Infrastructure requirements and priorities for the town as a whole and to get agreement on priorities, technical approaches, programmes, projects and an implementation plan. The programme will actively make provision for sustainable development and seek to integrate with the goals and intentions expressed in the various provincial policies that either call for or support sustainable development as well as integrating the vision and goals of the National Sustainable Development Framework into the planning and implementation process of the programme.

OBJECTIVE: Through active and participatory engagement, the key objectives would focus on gaining agreement on priorities and areas of intervention in terms of sustainable development concepts that are supported by the various technical approaches and innovations that could be used. This would also include the design of programmes and projects to promote and accelerate the various implementation plans that will emerge from this project. This project is one of the key planning programmes within the pilot and as such the framework would need to ensure integration and synergies between the social accord and the spatial development plan. One of the other key goals would be to review the prospective plans generated within the programme and to devise an agreed framework in relation to the Sustainable Development Framework for the setting of priorities, gaining agreement on technical approaches, devising and design of pertinent programmes and projects and the formulation of an effective and outcomes oriented implementation plan.

OUTCOMES: The key outcome of this aspect of the programme is to identify ways that will direct resource use in a manner that ensures the reduced dependence on fossil fuels and other non-renewable resources, to identify ways and interventions that would reduce the wasteful use of all natural resources and identify actions and

initiatives that can address the issues of poverty specific to broader issues as well as within the Grabouw environment. In addition to this, the other key outcome would be to identify ways and actions necessary to grow and share the economic base of Grabouw.

In addition to these outcomes, the Sustainable Development Framework would need to identify ways to optimise local benefits of social and economic development, specifically investigating potential links between the needs in Grabouw and how these can be addressed locally. An additional key outcome would be to ensure that the Sustainable Development Framework aids in the strengthening of social cohesion in terms of how and where the residents of Grabouw live, work and play and the structures in place that allow for the care for the vulnerable. The Framework would also need to identify optimal care for the environment and to ensure best sustainable use of the natural environment.

OUTPUTS: The Sustainable Development Framework for Grabouw would be a strategy that encompasses all development aspects and approaches in Grabouw and potentially becomes included in legislative drivers such as the municipal by-laws, but ideally driven by consensus and buy-in rather than through top down formal interventions. The buy-in and aspirational voluntary commitment to a sustainable development framework would ideally be supported by the clear integration in terms of the Spatial Plan and Social Compact.

INPUTS/ACTIVITIES: Technical options would need to be considered and identified with specific focus on what would work and be most applicable in the Grabouw case. These options would include design, materials, construction techniques and technologies for development. This design would focus on, amongst other things; infrastructure, including, sanitation, waste treatment, etc and housing and social facilities, housing design, configuration, type, materials, and the design and construction of the various social facilities.

Additional inputs would also seek to stimulate participation and an in depth analysis of social and economic infrastructure requirements. Key to the inputs included within

this process would be to ensure that there is significant horizontal learning and skills transfer.

The formation and active engagement with a technical reference group focussing specifically on the sustainable development oriented interventions and initiatives would be required in order to build maximum sustainability into the entire Grabouw pilot programme. This group would be termed the Advisory Panel and would be comprised of a multi-disciplinary group of sustainable development specialists and practitioners.

Key Deliverables:

- Will direct resource use in a way that will:
 - Reduce dependence on fossil fuels and other non renewable resources
 - Reduce wasteful use of all natural resources
 - Deal with issues of poverty
 - Grow and share the economic base of Grabouw
- Optimise local benefits of social and economic development
- Strengthen social cohesion – live, work and play and care for the vulnerable
- Better care for and use of the natural environment
- A development framework strategy that encompasses all development aspects and approaches in Grabouw
- Clear integration in terms of spatial plan and Social Compact

Links with other Programmes:

As the sustainable development orientated initiatives are rolled out within the region, the need to be able to supply these initiatives with the necessary materials becomes critical. This presents a further opportunity to stimulate local businesses. The process would require training and modelling to suit the local conditions (as is the case of adobe bricks) but once this work is completed, the small enterprises could start actively developing the technologies required to support the drive toward sustainable technologies within the developmental approach. In this regard areas of focus would need to be:

- Waste treatment
- Building supplies
- Construction
- Additional technologies
- Waste recycling
- Water management
- Environmental technologies

7.5 Housing Strategy Development

The project is about accelerated and improved housing delivery that complies with the base principles of (and builds upon) the Sustainable Development Framework. It involves materials and technology development, the design and lay-out of residential areas to integrate with other developments, training of builders and construction workers and the design for construction of bulk and reticulation infrastructure in terms of the Sustainable Development Framework and design principles. The Housing Strategy would also enhance community cohesion and integration allowing for mixed use, higher density and a socially robust settlement.

The housing development strategy is aimed at building a “sense of place” and community in a manner that blends with the natural and built environment. This programme needs to be implemented in a way that maximises participation by, and opportunities for, the local population. The most urgent need is to identify alternative land for “subsidy housing” and to provide the poor with better location and prospects for asset building.

OBJECTIVE: One of the main objectives in terms of the pilot project is to allow for the creation of sustainable settlements and communities within the Grabouw area. The key drivers and interventions of this would be creating and setting the basis for current and long term interventions that promote and embed integrated housing solutions into all planning and development approaches. These approaches would be predicated on the overarching objective of creating a strong sense of community within the region. A further objective is to allow the design and housing strategy to become the driver of and catalyst that stimulates and creates a sense of community.

A further objective is to utilise the housing strategy and the mechanisms within this strategy to establish a framework that allows for the housing and infrastructure processes that promote local economic opportunities. Opportunities that can be stimulated need however to be open to all and access to these opportunities need to be (dis)proportionately distributed as a driver to address historical exclusion.

OUTCOMES: The envisaged outcomes from a housing development strategy perspective would be to deliver on a rational spatial settlement approach where the poor (primarily) are located in proximity to employment opportunities and services. In addition to this, over the entire Grabouw community, appropriate and affordable technologies applied with particular focus on energy, sanitation, waste & water. In terms of the construction building materials and methods also need to be sourced locally and need to be affordable and competitive, creating local economic opportunities.

The architecture and layout of the town needs to be functional and economically productive, as well as planned in such a manner that it not only facilitates but also actively stimulates connectivity and community interaction.

It is envisaged that the “Grabouw sustainable community model” would emerge as a model that can be replicated and utilised for positive and effective urban development, not only within the Theewaterskloof region but also nationally (where applicable).

The role of the DBSA and other funding partners will facilitate accelerated implementation of the housing strategy plan due to bridging finance and other funding options that they can leverage and build into the process.

One of the other key outcomes and essentially one of the overarching principles of the Housing Development Framework would need to be the creation of a strategy or strategies that actively alter the current paradigm and stimulate an environment where subsidy housing translates into assets to the poor.

OUTPUTS: Critical to this programme is a spatial plan that increases population densities in central Grabouw. This would be managed in a variety of ways, but one of the main approaches would be to use vacant municipal land to enable the process. Essential to the plan would be information and to this end, reports on technologies, materials and services would assist to inform the processes. The strategy would also be supported by outputs such as alternative housing designs, mixes and options (to current Grabouw and hegemonic design trends) and town layout.

The strategy would also propose and articulate a revised set of tender procedures and housing delivery processes that support local economic objectives and supports the framework principles. This approach will be underpinned by support programmes and mechanisms to include and capacitate emerging contractors.

The economics driving these processes are critical to the success and as such, one of the key outputs of the strategy would be the identification and strategising of funding streams and options and the drafting of funding proposals in relation to this.

The community is the end user of the housing strategy framework and as such are integral to the process. For this reason, possibly the most important output would be that of gaining buy-in from the community and the embedding of broad support for the process.

INPUTS/ACTIVITIES: In terms of the process, the Housing Development Strategy would need to integrate with the other strategies and programmes within the overall pilot. This means that a key input would be a review of the proposed spatial plan in terms of the spatial development policy framework with specific focus on housing location and layout including, in particular, social services.

A further key input would be the investigation into alternative building materials specific to the Grabouw region and materials that would optimally deliver on the Grabouw-specific needs. These could include technologies such as log- houses and soil suitability for adobe/unfired bricks. Critical to the strategy would be the integrated and sustainability oriented design of sanitation, energy, water and refuse systems for the entire Grabouw area.

Other critical inputs into the process would be a set of studies that would capacitate and inform the processes. These studies would find solutions for institutional constraints, a study of housing and accommodation needs and demand and a further study of financial constraints and options to resolve these constraints.

Key Challenges:

These interventions need to take place in the context that Grabouw presents where some of the issues and challenges include the following:

- Grabouw also has an additional issue of a rapidly growing and very transient population
- The economic challenges of Grabouw relate to the ability of the economy to provide a sustainable base for employment and improving living conditions for the large number of poor people (and those that will still come in)
- Addressing the supposed, but unconfirmed, exodus from the area on the part of professionals
- Current approaches follow a conventional housing approach resulting in arguably sub standard housing of the 'RDP' type, being built to a spatial plan that will further marginalise both the residents and the value of the housing stock
- Within the Grabouw community there are very evident divisions. These divisions are not only of race but are also economic, focused on income or lack thereof. Divisions are also evident in terms of old and new residents, formal and informal dwellers

Key Deliverables:

- Spatial plan that increases population densities in central Grabouw – primarily using vacant municipal land
- Technical reports on technologies, materials and services
- Alternative housing designs and town layout
- Revised tender procedures and housing delivery processes
- Support programme and mechanisms to emerging contractors

- Funding proposals
- Buy-in from the community

This would be supported by:

- Review of the proposed spatial plan in terms of the Spatial Development policy framework – Specific housing location and layout including social services
- Investigation of alternative building materials – log-houses and soil suitability for adobe/unfired bricks
- Design of sanitation, energy, water and refuse systems
- Study of and find solutions to institutional constraints
- Study housing and accommodation needs and demand
- Study financial constraints and options

7.6 Local Economic Development

The objective of this programme is to develop an Economic Charter for Grabouw that will transform the economy and accelerate growth to address sustainable economic development and inclusion. This will be done in accordance with Broad Based Black Economic Empowerment principles and acceptable Local Economic Development (LED) processes. The project will (*inter alia*) develop strategy for HRD, SMME support, and poverty eradication. The economic challenges relate to the ability of the economy to provide a sustainable base for employment and improving living conditions for the large number of poor people (and those that will still come in). The challenges of the apple industry, Safcol's gradual withdrawal and the seasonality of the deciduous fruit industry needs to be countered through a range of strategies to develop the economic prospects for Grabouw.

A significant challenge in the area is the high seasonality and the resultant poverty related issues that this presents. In the season, (which runs for 4 months, although others claim it runs for 7 months) there is a shortage of labour but for the remaining 8 months of the year, unemployment is stated as being between 60 and 70 percent. The impact of this on the community is significant.

OBJECTIVE: The primary objective of the programme is economic inclusion and sharing in growth and prosperity of the Grabouw economy. This may appear to be a contradiction in terms of the current status of the economy as it is currently under severe pressure and is not delivering on the espoused and envisioned national and aspirational economic objectives. This means that the primary objective of the LED strategy would be to grow the Grabouw economy and empowering participation and advancement within the local economy by all participants.

OUTCOMES: The entire LED strategy needs to be premised on the following core challenges faced in the context of Grabouw (as well as nationally). The key outcomes would include increased ownership in the economy on a number of levels including both Broad Based Black Economic Ownership and broad-based equity in terms of business leadership.

The need to provide interventions that would effectively reduce income inequality and unemployment within the areas are key elements that would need to be inculcated into the strategy.

One of the other needs would be to seek interventions that provide for a higher success rate in start-up SMMEs and incubate these SMMEs against the potential economic shocks to which most start-up businesses are prone.

The LED strategy needs to ensure that all interventions provide for a competitive and resilient economy. This would be supported by a number of interventions and strategies, one of the main drivers of this being local procurement and strategies to ensure that locally procured goods are both competitive and structured in a manner that perpetuates local economic growth through exponentially oriented economic development approaches.

OUTPUTS: The LED strategy would be informed by two key reports the first being an Economic Analysis Report that would detail the following:

- Poverty including an investigation into the manifestation thereof, a real and thorough understanding of the causes and cyclical nature of poverty within the

region, an investigation into the short, medium and long term effects of poverty, coupled with an understanding of the real locality of poverty.

- Employment and unemployment detailing an understanding of the nature of unemployment and the seasonality thereof, particularly in comparison to the relationship between this and full time work from an employment and unemployment perspective. Aspects such as employment equity and the levels and quality of employment within the various sectors.
- A thorough understanding of the role played by the first economy within the region, including detail on the levels of ownership, the space economy within the region, the levels and types of participation within the economy, the levels and types of skills within the economy, an understanding of the various sector trends, an understanding of proposed growth per various scenarios, the transformation initiatives, potential and challenges, an understanding of the key markets active in the region and procurement potential currently as compared to the potential that could be provided for within the first economy.
- Linked to the understanding of the First Economy would be a thorough understanding of the Second Economy and all the ramifications and players within this economy.

The second report would be a LED Strategy Report designed to a specific brief and in accordance with an overarching and focus specific brief. The content of this Strategy Report would include the following key elements:

- Human resource development and the needs of the region in order to develop an effective economic environment.
- SMME support in the form of business plans, finance options, markets and the potential of the various markets, procurement and the potential that this holds as well as the limitations in this respect, the requirements that the economy would have in terms of mentoring and the necessary institutional arrangements required to support the process.
- Pro-Poor initiatives and/or programmes that serve to stimulate LED which would include interventions and approaches such as social grants, costs and quality of goods and services, transport and the effective and strategic utilisation of the expanded public works campaign.

- The final element of the report would include a concise and detailed Economic Charter for Grabouw

INPUTS/ACTIVITIES: The inputs and activities that would support the LED strategy formulation would include significant stakeholder mobilisation which would be underpinned by and capacitated through public participation, information, communication and empowerment. This process would be engaged in through a facilitated process.

This process would be further supported by a thorough analysis of the economy and based on this, would be used to assist in effective and broadly-focussed strategy formulation.

Key Current Challenges:

- Interviews with farmers has created the impression that there is a constant decline in the viability of the industry within the region and, although this could be true, other figures show that while there was a decline, there appears to be a recovery.
- There is not a LED and economic strategy in place that provides for joint initiatives and actions to address common needs, threats and agreed opportunities. All appear to remain with what is known and simply rely on agriculture as has been the practice in the past.
- There is no single source that supports the entry and progression of potential entrepreneurs from the marginalised segment of the population in the formal economy. Casual observation would suggest significant opportunities within the construction sector, both in manufacturing and artisanal work. Local procurement is part of all sector charters and can be a basis of significant new opportunities and livelihoods. Similarly, the development of human resources to empower people to enter the mainstream economy is not being pursued in a systematic manner.
- Development plans appear to be rather conventional and infrastructure based but there does not appear to be a plan underpinning these proposals to stimulate local employment through the development of these projects. The projects and approaches seem to be focussed on development along traditional lines and in

this regard, there are many opportunities but this does require different approaches and different thinking.

- Any LED strategy would need to ensure that it will lead to significant new and decent work – including training, business support, CBD renewal in pursuit of tourism, anti-poverty strategies, etc.

Key Deliverables:

- LED strategy which will include:
 - Economic analysis report
 - Poverty (manifestation, cause, effect, locality, etc.)
 - Employment and unemployment (quality, seasonal-vs. full time work, Employment equity, sectors, etc)
 - First economy (ownership, space economy, participation, skills, sector trends, growth, transformation, markets, procurement, etc.)
 - Second economy focus
 - An agreed to LED strategy report
 - Human resource development
 - SMME support (Business plans, finance, markets, procurement, mentoring, institutional arrangements, etc.)
 - Pro Poor initiatives/programmes (Social grants, costs & quality of goods & services, transport, EPWP)
 - Economic charter for Grabouw
- Stakeholder mobilisation
- Public participation, information, communication and empowerment
- Facilitation
- Analysis of the economy
- Strategy formulation

7.7 Rezoning Project 3578 to Mixed Income Development

The project will convert land currently earmarked for subsidy housing into land for sale to predominantly middle income people. This will release financial resources for

the development of a “Sustainable Grabouw” and increase the absolute and relative numbers of tax-paying property owners in the town and in the Grabouw region.

OBJECTIVE: The project is focussed on restructuring the current spatial planning approach, one of only delivering low cost “subsidy” housing in response to the housing shortage and (assumed) need, to stimulate property oriented investment and settlement within the region. This will be structured and implemented through the following interventions which would include the improvement of low income housing location in terms of the potential economic opportunities as well as the links to and accessibility of community and commercial services.

The other key objective would be to generate between R200-500million in profits from the sale of this land in order to facilitate and resource the development of a sustainable Grabouw. Ways to actively and speedily increase the taxable residential properties of Grabouw by over 1000 units (middle income families) should be identified.

The concept of sustainable communities and the goals for a sustainable oriented approach to Grabouw would need to be predicated on the uniform and equitable application of these approaches and for this reason, a further key objective of this programme would be a demonstration of Sustainable Urban Development in all middle income residential development with a particular focus on the new developments.

It is essential to note that this project plays an integral part in the total pilot project and the success of all the other programmes within the pilot are completely dependant on the success and impact of the entire Grabouw Pilot.

OUTCOMES: In order to deliver on the goals of the entire pilot, it essential that the following outcomes are delivered and in order to achieve this, the first outcome would be for the current layout of “project 3578” land to be changed from “subsidy housing” to marketable “middle income property” and thereafter, marketed and sold as such.

This sale would need to ensure that a profit of R200 – 500 million is realised and allocated to the development of the “Sustainable Grabouw” projects such as subsidised and social housing, community and social services and the other pilot programmes within the overall pilot.

A further outcome would be to increase the number of property owners (absolute and relative) that can afford full service charges and taxes within Grabouw and the subsequent generation of the correct residential mix to support the generation of taxes.

OUTPUTS: Key to the success of the project is the expedition of the creation of an alternative layout that is marketable to middle and higher income market but also includes options that support the inclusion of lower income home owners and in such a way supports mixed use and integrated living.

The success of the project will also rest on the success and effectiveness of a marketing strategy and plan that would be based on a further initiative that would be the creation and promotion of a brand for the Grabouw region that supports and promotes the housing sales through the linking of these to the aspirational brand that is created to talk to the needs of the prospective home and property buyers. Essential to the project and the pursuit of creating sustainable communities, is for the higher income earners to live to the same values and ethos of all the other developments and plans. In order to achieve this, it is essential that one of the critical outputs would be for the drafting of a robust and non negotiable sustainable infrastructure plan and building and development codes. These would ultimately be included in local bylaws to ensure that the requirements are not circumvented and potentially create divisions within the community. This would also need to link to the other programmes including the Social Compact and sustainable development framework.

INPUTS/ACTIVITIES: Due to the critical role that this programme plays in the entire programme, the inputs and activities in terms of the 3578 programme are linked to the other programmes within the pilot. This would include the review layout plan of

the “project 3578 area” in accordance with the integration of this into the spatial plan and the sustainable development framework.

A further input would be a comprehensive marketing study of the R50 000 to R1million residential erven market, with particular focus on the potential returns and the mix of sites so as to ensure the ability of the project to generate the required return needed to capacitate the overall pilot.

In order to achieve the required levels of sustainability and to ensure that the development does not continue as “more of the same” below the ground with innovations above the ground, a detailed study needs to be conducted on infrastructure needs and options as well as a comparison of the alternatives. This would be further supported by a study of the building codes required and a detailing of the type or ethos that the designs would include.

Key Deliverables:

- Alternative layout that is marketable to middle/higher income market
- Marketing strategy and plan
- Sustainable infrastructure plan and building/development codes
- Review layout plan of “project 3578 area”
- Marketing study of the R50,000 to R1million residential erven market
- Infrastructure needs and options/alternatives study
- Study and design building codes

7.8 Development of a Community Service Precinct

The programme is a public private partnership linking parastatels and other entities (Eskom, Telkom, Post Office, National Departments, Commercial Banks, etc.) to develop a community service (public services, sport and culture) and commercial hub around the existing municipal building, clinic, schools and community hall. One of the primary drivers to the potential change in Grabouw is the use of public space and how this use is approached so as to build social cohesion whilst allowing for improved service delivery to the people of Grabouw. This has the potential to be a

facility that will assist all residents and provide a platform for enhanced and customer focussed service delivery.

OBJECTIVE: The objective of the programme is to create a space that promotes and stimulates convenience in terms of access by creating a centre node of related social services, utilities, activities and through clustering of services in one area would allow for interaction and integration of the community. The precinct would also allow for the shifting of the centre of town, creating a civic centre that would disconnect the current town centre (main street) from its current middleclass location and in so doing stimulate an integrated and common “Sense of Grabouw”. This would be enabled through the leveraging of municipal resources in the form of land while design would be used to create an increased and recognisable visual quality. The precinct would need to be the leader in the demonstration in the use of and application of sustainable materials, building methods, design and services and in so doing, set the example the public sector point of view.

OUTCOMES: The outcomes of this project would be to create community service precinct that is a one stop centre for community transaction and interaction. This would be predicated on the building of partnerships with all parties in the project as well as the establishment of frameworks that allow for the inclusion of prospective partners and entities into the precinct.

A further criterion would be the fact that all buildings are green buildings and form the basis that sets the example for future construction. This sets the framework and “space” for the development and roll-out of the sustainable construction ethos through the rest of the pilot.

The community precinct must be designed so that it becomes a hive of activity and is a people’s place that brings “feet” to the area and in so doing, becomes the catalyst that stimulates private sector investment in the areas (ultimately).

OUTPUTS: This is a critical project and although somewhat more publicly oriented than most public private partnerships, it requires a comprehensive public private partnership project proposal. This proposal would need to frame the process and

create the mechanisms for the roll-out of the process. This process would detail the ownership structure agreement of the precinct and detail the agreed use of the facilities and the management structures of the area, specifically as it is not single site based and is spread over a number of sites with differing ownership and stakeholder power structures.

A thorough and effectively modelled set of financial alternatives must be compiled that take due consideration of all the potential shortfalls, but also detail the critical drivers within the precinct allowing for a clear understanding of the risks and how these needs to be reduced and the conditions that would allow for a robustness within the project and a framework that would model the way forward through a scenario budgeting process.

As this is an area “controlled” by a number of stakeholders, the design agreement is important and would include a process whereby design options are created which would then go through a process of consensus building, ultimately resulting in agreement in terms of design and construction.

INPUTS/ACTIVITIES: In order to allow for the effective and inclusive development of the Community Development Precinct, a number of actions are required. This would include a full review of all plans for the area and those plans that would have a bearing on the precinct should be integrated into the broader development plans. The process would also include a complete investigation into alternative materials and technologies for all buildings as well as all services including infrastructure with innovative thinking in areas such as transportation, power generation, etc.

Specific interventions should be investigated that would facilitate integration and optimise community participation in this project but also identify drivers that, through this project would flow into the other proposed programmes within the pilot.

Mixed use and effective utilisation would be a further focus of this project and as such, a further input would be to draft briefs for structures so as to ensure that these structures become multi functional.

The overarching philosophy of the Community Service Precinct is one of inclusivity and integration. It is believed that for the project to realise the potential success that it holds, it is imperative to investigate all possible partnerships with other entities, either in their roles as funders or as tenants.

Current Challenges:

Social infrastructure is generally under-provided. Current facilities, however, represent a significant investment in the community and need to be better utilised. Standards of services need to be improved to serve the people better. Multi-use of sport facilities, community hall(s) and education spaces needs to be promoted and planned. The general appearance of facilities needs to be improved through greening and maintenance programme to reflect the dignity with which the people are approached and served. One of the primary drivers in the potential change in Grabouw is seen to be the use of public space and how this use is approached so as to build social cohesion whilst allowing for improved service delivery to the people of Grabouw.

Key Deliverables:

- Comprehensive project proposal (PPP)
- Ownership structure agreement
- Agreed Use
- Financial model alternatives
- Design agreement
- A review of all plans and integrate into broader development plans
- Investigate alternative materials and technologies for all items built
- Investigate specific interventions that would facilitate integration and optimise community participation
- Draft briefs for structures that become multi functional
- Investigate all potential partnerships with other entities

7.9 Upgrading and Renewal of the Main Street

The project is a Public Private Partnership process involving all property owners in the main street to re-develop the built environment in accordance with the new vision for the town and the revised role of the Central Business District in terms of the revised Spatial Development Framework. Although each programme within the Sustainable Communities Pilot is as important as the next, there are a number of signature projects that, if successful, would have a significant impact on the potential success of the entire pilot programme. The upgrade of the main street is one of these projects. This programme has the potential to become possibly the most visible and pivotal programme within the pilot as it directly represents the brand of Grabouw and could lead to the success of project 3578, as well as highlighting the role of both private and public organisations in the process.

OBJECTIVE: The main focus of the project is upgrading and renewing the main street and converting this into a consumer friendly and attractive locale that stimulates a positive business environment. This would need to provide an environment for economic growth, coupled with a diversification of not only the type of products and services on offer, but also in terms of ownership and participation. The project would also allow for a complete, but sustainability oriented renewal of the areas in a manner that stimulates participation and sharing.

The focus of the renewal will be to effectively transform the area into an attractive and tourism friendly environment that positions Grabouw as a destination of high natural and aesthetic (from the built perspective) value. Key to the entire process would be a distribution of the benefits derived from the project using an active and focussed process that allows for economic inclusion.

OUTCOMES: The outcomes of the programme would include the transformation of the current main street into an attractive and economically viable precinct through the specific development of the main street and to transform this into what has been described as the Grabouw Street Mall specifically and strategically designed as alternative to standard Shopping Mall models. This would be achieved through the restructuring of the entire ownership and tenure arrangement of the main street in a

manner that is equitable to the people of Grabouw thus ensuring broad based black economic empowerment.

The key outcome of this would be to ensure that the programme follows an effective Public Private Partnership process.

OUTPUTS: The essential elements of the programme would include a comprehensive project proposal (specifically in terms of the Public Private Partnership approach). This would be driven through the mechanisms that are put in place to alter the ownership structure agreements, potentially through the DBSA funding the programme and then recouping the funds through mechanisms that would allow for the repurchase of these loans by Black Economically Empowered entities, thus transforming the ownership of the area and altering the control within the area.

This programme would need to be premised on agreements in terms of use and how this will be actioned in terms of the potential changes (both in ownership and use). In order to ensure success and sustainability, from a financial perspective, the modelling of financial alternatives would be an essential output of the programme.

Due to the fact that Street Mall would become a critical aspect that represents the future Grabouw brand, the aesthetic is of vital importance and as such, the design and agreement in terms of this design are also critical outputs of the programme.

INPUTS/ACTIVITIES: The inputs needed in order to ensure the success and sustainability of this programme include an active and thorough stakeholder engagement which would include a review of the ownership of all buildings and a review of the status of all leases held by tenants. This would include a period of design oriented options, generation of which would focus on and integrate aspects such as the theme for the area, an understanding of the use and how this would relate to the current challenges that the main street encounters but also how this integrates with other plans within the pilot. Also necessary in terms of this design consultation process would be a review of the urban design options pertinent to the programme.

Critical as an input would be a market study to ensure best possible approaches are applied in order to ensure the success and robustness of the programme. This would include the essential process of financial modelling, allowing for a full and thorough understanding of all the options available, but also to understand the potential risks and to embed actions and processes that mitigate against these risks.

This is a programme that requires careful and effective facilitation and negotiation with all current, future and potential stakeholders in the programme.

The key role player in the entire process is the Public Private Partnership facilitator who would lead, manage and perform the role of coordinator and ultimately deal maker, ensuring the success of the exercise.

Key Deliverables:

- Comprehensive project proposal (PPP)
- Ownership structure agreement
- Agreed use
- Financial model alternatives
- Design agreement
- Stakeholder engagement including: Review of the ownership of all buildings and status of all leases held by tenants

This will be achieved by:

- Options generation/design – theme, use, urban design options
- Market study to ensure best possible approaches applied
- Financial modelling
- Facilitation, negotiation,
- PPP facilitator/Deal maker

7.10 Country Club Site Development

The current site, referred to as the Country Club site is the Safcol country club, located on the Eikenhof Dam just outside of Grabouw. This is a site of natural beauty and as a result, is a site that is seen as one holding significant developmental potential. The challenge in this regard is that the proposals received to date, offering significant potential returns to the municipality, are premised on an exclusionary and exclusive design and management paradigm. The fact that this is public land (owned by the municipality) means that a more comprehensive and far reaching approach needs to be taken in terms of what value will be generated from the site as well as how and who generates this value. For this reason, the project needs to be viewed as a Public Private Partnership structured to develop this prime site into a resort and recreation area for tourists and local people in a way that will also release additional financial resources for social, economic and resources development and retain use and ownership for the whole community.

OBJECTIVE: The project must be able to maximise the benefits that this site holds for the Grabouw residents and the demonstration of viable “triple bottom line” approach, highlighting, through the interventions, planning and approach, an integrated social, economic and resource use approach.

OUTCOMES: As a key outcome of the interventions planned in this area, the Country Club would be transformed into a first class recreational area used by locals and essentially paid for by the tourist users. This is a similar model to the state of theatre in London where residents of London are able to enjoy high quality (and cost) theatre, largely due to the fact that the majority of the costs are subsidised by the large quantity of tourists that make use of this attraction. This means, as far as the Grabouw Country Club site is concerned, that the locals would be able to enjoy a superior product that is “indirectly” funded by the tourists and non Grabouw residents that would make use of the facility.

The Country Club site would be a monument or showcase of the sustainable technologies, materials, innovations and in particular, philosophies of sustainable development and sustainable communities. As an outcome, this is critical as it again

becomes one of the signature items that although provided for all in Grabouw, is a project focussed on a different consumer or end user to the other projects and becomes the project that can legitimise and “normalise” the sustainable technologies and interventions that will be applied throughout the sustainable communities pilot project in Grabouw.

It is also critical that as an outcome, due to the high value of the site and regardless of the need for social inclusions and participation, the entire programme would be a financial success and would be a financial driver and income generator for other development projects within the pilot.

OUTPUTS: As a specific output, the Country Club programme would be premised on a comprehensive Public Private Partnership project proposal. This would need to include detail and a variety of proposals on the ownership structure and agreement in terms of this for the entire site, taking due consideration of the espoused goals relating to the site.

Additional to this would be a detail of the proposed and most effective use of the site coupled with agreement generated by all stakeholders in respect of this use. As a specific output, the various financial models and the alternatives available to decision makers and the broad stakeholder group would also need to be presented.

The brand that is developed in terms of how Grabouw is presented to both the residents of Grabouw, as well as externally, is important to the success of the entire pilot project. For this reason, the design of all sites plays an essential role in supporting the brand as well as defining it going forward. For this reason, the design and agreement of the site is a further critical output.

INPUTS/ACTIVITIES: The inputs needed in order to ensure the success and sustainability of this programme include an active and thorough stakeholder engagement, for example, a review of the ownership of the current structures and a review of the status of all leases held by tenants. Safcol is understood to be the owners of the buildings through the club. This project would include a review of design oriented inputs and the generation of options which would focus on, and

integrate aspects such as the theme for the area, an understanding of the use, how this would relate to the current use of the country club and how this integrates with other plans within the pilot. Also necessary in terms of this design consultation process would be a review of the urban design options pertinent to the programme.

Critical as an input would be a market study to ensure best possible approaches are applied in order to ensure the success and robustness of the programme. This would include the essential process of financial modelling, allowing for a full and thorough understanding of all the options available, but also to understand the potential risks and to embed actions and processes that mitigate against these risks.

This is a programme that requires careful and effective facilitation and negotiation with all current, future and potential stakeholders in the programme.

The key role player and leader of the entire process is the Public Private Partnership facilitator who would play the role of coordinator and ultimately deal maker, ensuring the success of the exercise.

Key Deliverables:

- Comprehensive project proposal (PPP)
- Ownership structure agreement
- Agreed Use
- Financial model alternatives
- Design agreement
- Stakeholder engagement including: Review of the ownership of all buildings and status of all leases held by tenants

This will be achieved by:

- Options generation/design – theme, use, urban design options
- Market study to ensure best possible approaches applied
- Financial modelling
- Facilitation, negotiation,
- PPP facilitator/Deal maker

7.11 Sustainable Agriculture Programme

This programme will focus on the development of local small scale agriculture based on the principle of zero inputs. A further key focus of this programme will be to restore the fertility of the land that has been denuded of nutrients after years of alien timber mono-cropping. This programme will also seek to address issues of food security within the Grabouw community.

The community of Grabouw is dependant on a variety of external food supplies, despite the fact that this is a highly fertile region. Some of the contributing factors to this are that access to land within the area is restricted, with large tracts of land being held by single landowners; access to resources such as water, although this is the catchment area for most of Cape Town and the Western Cape, is restricted for the poor. In this context, the challenge of providing food for the community of Grabouw relies on external food supplies. This is the problem statement that drives this particular programme and attempts to seek out alternative approaches to agriculture within the region.

OBJECTIVE: The key objective is the development of a thriving alternative agricultural economy that is not dependant on imported external inputs and which supports social and developmental needs. This is envisaged to be an agricultural programme that addresses aspects such as food security and access seeds and other needs in a manner that is fair and equitable, allowing for the restoration of the soil quality through the adoption of sustainability oriented approaches and technologies

OUTCOMES: The overarching outcome from these interventions is intended to be the creation of a community that works together in the production of food items required. This would be an approach that has been agreed to by the various stakeholders with the appointment of key facilitators to assist in the role out of this process. Also critical would be the commitment of resources to the process in the form of grants and proactive loans as well as possibly even land. In order to build the maximum levels of resilience and knowledge within this programme, support must be

gained from the Department of Agriculture, the Department of Land Affairs and the Department of Public works as well as the various NGOs active in the region.

OUTPUTS: In order to allow for a sound and robust foundation within this programme, the following other outputs are critical to the process. These include the identification of land for urban agriculture and the alteration, if necessary, of the by-laws to allow for this to take place. In addition, the creation of farmer and potentially even cooperative structures would be necessary to ensure community ownership of the process. Other key decisions would be necessary and these would include:

- Optimal crop decisions
- Land use plan
- Crop distribution and processing plan
- Enhanced diversity

INPUTS/ACTIVITIES: The following activities would support the process and facilitate the creation of a viable process and would include land use engagement and availability studies as well as stakeholder engagement to identify various stakeholders.

In terms of production and core skills needed in order to convert this programme to an active and embedded way of life within the region, crop research studies and analysis coupled with in depth market research would also be needed.

A food security needs audit should also be conducted in order to assess the real need and to identify who are the most vulnerable within the community from an access to foodstuff (not necessarily livelihoods) perspective in order to identify where the greatest levels of focus should be applied.

Key Deliverables:

- Comprehensive project proposal
- Community ownership structure agreement
- Agreed Use
- Financial model alternatives
- Stakeholder engagement

7.12 Renewable Energy Hub

The renewable Energy Hub programme is a public private partnership which establishes an Energy Supply Company (ESCO) that is owned in part by the community and makes use of the natural and renewable resources available within the specific Grabouw region to generate energy for sale back to local residents but in a manner according to principles that support the community in order to insulate them from the potential shocks that the energy industry is anticipating. One of the other key areas of intervention would be to ensure the integration of services in order to maximise the local potential.

OBJECTIVE: The key objective of this programme would be the formation of a structure forges a partnership between the various energy provision services and the private sector with a strong stake-holding on the part of the community which would allow for the provision of affordable renewable energy to the community in such a manner that this provision is preferential to current (Eskom oriented) approaches. The facility would be founded on an agreement or commitment and ultimate acceptance from the community for these interventions, embedding the community role within the structures. A further objective of this programme would be the maximum utilisation of the potential benefit derived from this process to allow for the stimulation of the local economy. The primary objective of this programme remains twofold: the significant (if not total) reduction in emissions derived from energy generation within the area as well as the allowing of access to affordable energy to the citizens of Grabouw.

OUTCOMES: Key outcomes would be a community that has access to affordable energy, an energy infrastructure programme whereby the emission for the region are significantly, if not totally reduced and the creation of a Grabouw based ESCO.

OUTPUTS: In order to allow for this process to take place, a body should be established to drive this process as well as conduct thorough research into the various processes and approaches in order to build a complete understanding of the best suited technologies. These technical processes would need to be linked to an agreed integration process, facilitated by the understanding of the various roles and

role players, including municipality, private sector and Eskom who ideally would be in a position to provide close cooperation and support to the ESCO.

INPUTS/ACTIVITIES: The inputs that would support this process include the funding of research in order to allow for identification of the most suited and most viable interventions with regards to energy that would be required. Again, the social process would also be critical with stakeholder engagement and identification taking place, embedding the communities' role and stake in the process and from this, an understanding would need to be attained of the roles to be played by the various parties, coupled with a clear understanding of the responsibilities and accountabilities of the various stakeholders. Critical to the decisions that would be made in terms of the approaches and the manner in which the entire venture is structured would be the process of modelling the energy needs and potential cost implications in the short to medium term. Although long term modelling may add value, it is felt that the volatility of the energy provision market at present would mean that no clear and actionable data could be generated besides potentially catering to the worst case scenario and as such, focus should be placed in the short and medium term needs.

Key Deliverables:

- Comprehensive project proposal (PPP)
- Ownership structure agreement
- Agreed use
- Financial model alternatives
- Design agreement
- Stakeholder engagement

This will be achieved by:

- Options generation/design – theme, use, design options
- Market study to ensure best possible approaches applied
- Financial modelling
- Facilitation, negotiation,
- PPP facilitator/Deal maker

7.13 Public Transportation Programme

Transportation is often one of the main consumers of resources as well as the most expensive from the perspective of the poor. This programme seeks to address this and provide efficient and low cost transportation in a manner that makes effective use of renewable resources and seeks to reduce dependence of traditional modes of transportation.

OBJECTIVE: The process in terms of this programme would involve the formation of a partnership between the various transportation services. This intervention would be supported by a complete review of the transportation services that facilitates an alternative approach. This review would then be compared to the existing approaches and the best possible options identified. The driving objective of the programme would remain the provision of affordable transport to the community in such a manner that this provision is preferential to current approaches. This process would be founded on a facilitated and agreed commitment and acceptance from the community and the various other stakeholders for these interventions. A further objective would be to ensure that the approaches identified are in line with sustainability principles and help to reduce the impacts of transport on the atmosphere, with a significant reduction in greenhouse and global warming gases as well as ensuring a reduction in the dependence on non-renewable resources. The final objective of this would be for the transport plan to support the LED plan and assist in the stimulation of the local economy.

OUTCOMES: The outcome of this intervention would be a community that has access to affordable transport and a transportation infrastructure programme whereby the emissions within the region are significantly reduced through the creation of a Grabouw based transportation programme that supports the Grabouw Sustainable Community brand.

OUTPUTS: Key outputs in this process would be a comprehensive public transportation plan that will serve the entire Grabouw community but with a primary focus on the poor within the community. This will allow for the process, mechanisms

and interventions that build the profile of public transport through active participation from various stakeholders in respect of the plan.

The process would also allow for the formulation of complete proposals to prospective funding and equity partners. In addition, this process and activities pertaining to the drafting of the transport plan would identify final policy and bylaw submissions supporting and elevating the importance and role of public transport. A public awareness campaign would also be part of this process.

INPUTS/ACTIVITIES: Critical to the entire process would be the drafting of a public transportation plan built on sound research into the various approaches, alternatives and global best practice interventions in regards to public transport. This would facilitate a preliminary public transport plan and proposal. Thereafter a stakeholder investigation and engagement strategy plan would take place. Running concurrently with this would be a research programme into bylaws and policies from international best practice. This would then be presented to the various stakeholders through an engagement process and consensus in terms of the approach attained.

7.14 Community and Schools Upgrade and Support

This project will be phased over the duration of the specific DBSA initiative to focus on both the challenges faced in the schools as well as providing interventions in terms of structures and broad community building interventions. Immediate action will be directed at severe overcrowding of all community facilities and structures, critical interventions in terms of education and capacity building. Structural and design processes will be used to create this change but additional interventions would also be made. This would be driven primarily through a number of critical interventions which would include, but not be limited to, support for community based early learning facilities and the appointment of educational Psychologist(s) to deal with the extreme social issues of students which would release teachers of this burden, in order to build a more stable society. Due to, for example, overcrowding in the schools and the differing educational and developmental levels of the various children, coupled with the social issues faced by many of the children and their parents (including single parent homes, absent parents, foetal alcohol syndrome,

etc.) the role of the educators in identifying issues and addressing these issues in a positive manner is far greater in the Grabouw environment than elsewhere.

OBJECTIVE: In order to address the issue, the objective of the intervention of this programme would be to broadly impact on the quality of community structures and support mechanisms. One of the key areas addressed, although not the only area, would be education, through active and effective integration from the first stages of Early Childhood Development to Further Education and Training. From a structural perspective the other key objectives would also include the improved and relevant infrastructure provision in terms of all community needs within the area.

OUTCOMES: The key outcomes would be a specific focus on a number of areas where existing community structures and capacity is stretched or managed with difficulty and the building of support and capacity in these areas, building social and community cohesion. A further outcome would be education interventions which would result in improved academic results and an increase in numbers and/or percentage of Early Childhood Development and Further Education and Training enrolment. This would then be supported by the necessary facilities and services needed to capacitate this. The same would apply to other community related services such as the provision of health and social capital building training and facilities. One of the main and most important outcomes would be to develop and implement proactive alternatives to the (current) negative lifestyle and social options that are present and emerging in greater prominence in Grabouw at present. The intervention, via this programme would intercede and significantly reduce these negative lifestyle and social options. This is seen as one of the most critical outcomes of this programme. The impact of this would be such that a further outcome would be that community services become an integral part of community life.

OUTPUTS: In order to best roll this out and ensure that the best possible outcomes are achieved, the outputs would include a detailed project scoping that would identify the various opportunities and processes that would be necessary. Other outputs would include partnership agreements, which would include the investigation and

scoping of the potential for sponsorships of, for example, psychologist(s) to be placed in the various schools, additional health care services, etc.

A further output would be detailed design briefs for urgently needed and critical facilities but this would also include intervention in terms of the current roll-out plans in terms of facilities in the planning process as well as the re-design and re-thinking of the structural concepts of all socially oriented facilities.

INPUTS/ACTIVITIES: As this project has the potential to impact on a large portion of the population, it is vital for the role played by the population to be actively stimulated and encouraged through the various processes in place. For this reason, the key input in the process would be that of stakeholder participation as well as local, provincial and national participation in all processes. This will assist to enlist support, designated funding and a general understanding of the processes.

A further input would be a detailed needs analysis premised on the need to create a broad understanding of the wide variety of challenges as well as the potential champions that could be integrated to support the processes. This process would then allow for a further input of a generation of the prospective and potential options that would be available to the process and pilot.

Key Deliverables:

- Project scoping
- Partnership agreements
- Design briefs for urgently needed/critical facilities
- Stakeholder participation - local and provincial/national
- Needs analysis
- Options generation

General Grabouw Based Issues Identified:

From a schools perspective, it was estimated that if psychological support could be provided to the children, this could reduce the additional pressure on the educators

by as much as 70percent and in so doing allow them far greater opportunity to address the education based activities in which they are skilled. The net result of this would be both support for the children in areas that are critical to their development, as well as additional and more focussed teaching to those that require it.

The schools are all over populated in terms of students. Added to this, there are children who require both higher levels of education as well as more technical education. While skilled educators remain a challenge and capacity is stretched, the educators feel that if certain key areas can be addressed, as above, then they can spend more time on remedial and extra curricular education initiatives.

Health services are significantly under-resourced with only one sister being on duty in the maternity ward at a time. This results in a lack of attention and serious service provision deficiencies emerging which cannot be countered due to systematic capacity defaults.

Advanced and much needed health support machinery is in place but cannot be installed due to a lack of space and poor planning. This means that the equipment remains un-installed and thus the community does not derive the benefit from this. This is an issue where the lack of planning and the lack of any real support to the health care practitioners results in an unacceptably low level of service being offered to the community.

7.15 Public Space Beautification

The initiative is about creating a visual quality of the town and restoring and developing the resource base of the town. Many of the public spaces in the Grabouw town are lacking in aesthetic appeal and the beautification of the area will also serve to develop a pride and a sense of place within the town. This is not only at the two main entrances but in all the public spaces.

A key factor in the development of social cohesion has been to focus the attentions of all on creating spaces that are accessible to all, but also spaces that define the area and are of cultural, natural and social beauty.

The advantage of this approach is that it can be done in a manner that supports enterprise developments and stimulates SMME. If an initiative is launched, starting with the development of nurseries, absorbing recently retrenched forestry workers into the production economy and then contracting emerging enterprises to conduct the actual beautification projects, significantly important objectives of creating employment, developing SMMEs, using the needs of the town to create employment, starting and incubating businesses, etc are all held within these approaches.

OBJECTIVE: The creation of aesthetically pleasing places that provide a sense of place to Grabouw, and that are accessible to all, is a critical objective of this process which would include the balancing of the built and natural environment so as to ensure the mix and potential of the programme is maximised. This would also include the identification and creation of areas for relaxation and recreation.

OUTCOMES: Key outcomes would include the creation of parks as well as the design of streets planted with indigenous trees. A further intervention would be the beautification of public buildings and gardens that lend character and add to the sense of Grabouw. This is a further element that would support the creation of a Grabouw brand that is recognised as a result of its aesthetic beauty.

OUTPUTS: In the creation of beauty in Grabouw, the following outputs would result from the programme including a landscape plan for parks, streets and public buildings and spaces. This plan would be supported by a comprehensive budget and financial proposal linked to BEE supplier identification.

INPUTS/ACTIVITIES: This project would include activities such as landscaping of the areas, the investigation of and investigation into funding options and the procurement and preparation of Black Economic Empowered suppliers.

7.16 Technical Integration Office

This programme sees the creation of an innovative multi-disciplinary office within the Grabouw municipality whose specific mandate is the integration of the various construction, energy, transportation, water and waste needs of the Grabouw municipality in a transdisciplinary manner. The specific focus would be to become a

centre of innovation that works with all the various departments and whose mandate is to link the various needs of these departments in order to facilitate the optimal use of renewable resources and to engage in a manner where the office cross-cuts the various departments in order to ensure maximum efficiency and strive to a zero waste town.

Although there are a number of specialised, sustainability-focused professionals active in the region who have a clear understanding of the technology within their field, the integration of this technology in terms of how a specific intervention would integrate with another remains somewhat elusive.

A further aspect remains severely overlooked - how the users of the various technologies are integrated into the activity of using them, from use to maintenance, to costs and also to the process of managing efficiencies. It is for this reason, that this programme is seen as being one of the foundation programmes of the entire Sustainable Communities pilot programme. The envisaged technical integration offices will play an essential part in the pilot programme and in the success of the overall approach.

OBJECTIVE: The primary objective is the formation of a structure that can address the challenges of integrating both the technologies and the communities into the process of engaging in sustainability. This would support the various sustainability oriented initiatives. The structure would have a mandate to ensure that all services and infrastructure as well as social services are integrated into the ultimate Sustainable Communities project. This would be a structure that supports the various municipal departments by generating knowledge, advising on best practice and passing this on to all stakeholders.

OUTCOMES: The structure would support the community and facilitate the development of the sustainability agenda, allowing for key skills transfer in the integration of the various technologies. This would be an area that effectively generates trust and acceptance of the various approaches.

OUTPUTS: This programme would be founded in a technical and process oriented office which is a conduit to the various other projects and interventions within the programme. The office would not have veto rights in terms of the initiatives but would be mandated to seek out the connections and linkages between the interventions and encourage and stimulate dialogue and technical integration in the processes. This would be facilitated by the appointment of personnel with the required skills to conduct this exercise. The office would need to be resourced by all the affected parties and a comprehensive funding process would need to be designed as this structure, although playing a vital role in the entire process, would not have a means of generating its own funding and therefore agreement from the various effected parties would need to be gained in terms of funding. In this regard, agreement from the various departments and state owned enterprises would need to be gained in terms of the role of the office with a defined and agreed mandate for the office with deliverables and targets.

INPUTS/ACTIVITIES: The activities that would be required in order to facilitate the establishment of such a structure would be the identification and development of key roles of the office coupled with a stakeholder engagement process to facilitate the establishment of the office. In addition to this, the identification of sources of funding and funding mechanisms would need to be done with secured funding being in place prior to the establishment of the structure. In this regard, a further aspect required prior to the establishment of the office would be a skills need audit. Through the discussions with the various stakeholders, a mandate for the office would need to be identified and agreed upon.

7.17 Financial Modelling Programme

One of the aspects that supports each one of the proposed programmes is the need to understand and assess the cost and investment implications of the various options identified. The financial modelling programme will provide the essential tool that would assist in the identification of the specific interventions, the formulation of comprehensive data to support the intervention once selected, and to provide the various stakeholders with the pertinent information to support their part in the decision making processes.

This programme is critical in terms of the ultimate success of the pilot programme. All specific skills have methodologies in order to arrive at a specific budget, cost estimate and transaction cost. What is however missing is how these various costs then link to one another. A further challenge is the fact that many of the disciplines operate in isolation and as such, formulate cost and transaction estimates on the averaging of data relating to costs. It is this basis that forms the broad quotations that define the various budgets.

OBJECTIVE: The key objective in terms of this programme is the development of models that facilitate effective decision making in terms of sustainability oriented interventions. In addition to this process, risk in terms of the approaches need to be addressed, particularly due to the fact that a large portion of the funding for this programme will be debt finance offered at attractive rates from the DBSA. For this reason, risk mitigation through informed and effective information generation is an essential element of the programme.

OUTCOMES: The expected outcomes of this programme will include financial models that integrate developmental, sustainability and cost related needs into the overall Sustainable Communities pilot. Also required for the process are models that capacitate decision making.

OUTPUTS: Key outputs would include the identification of individuals or a team to perform this role. This structure would then be responsible for the formulation of comprehensive financial models that underpin the decisions taken. In addition, these models need to be built in a manner that presents the various options, but considers the different levels and complexities of the integration of sustainability within the process. The models must support both the developmental need and also the needs of the disenfranchised and poor. The DBSA, who are accustomed to financial modelling, albeit, not in terms of Sustainability Modelling, would support the modelling team and help gain proactive and informed understandings in terms of repayment and fund scheduling. These models would need to support the various funding options.

INPUTS/ACTIVITIES: These would include skills identification and agreement of process as well as the drafting of complete job specification for the specific post so as to ensure that the expectations of the service provider are matched with the expected outcomes from both the municipality and the DBSA.

This would allow for the identification of potential incumbents in conjunction with the need to define a structure of the team to capacitate this process, and then the mobilisation of various structures within the DBSA to support this process.

7.18 Programme Monitoring and Evaluation

The programme will set benchmarks, develop frameworks and technologies and devise an integrated reporting system, using LGNet as the base system of information and communication. The project would be structured to allow for the generation of information that will be used to inform the Grabouw Pilot process but also to inform the broader Pilots programme. A further deliverable of the programme would be the effective and critical documentation of the entire project so as to gather and disseminate information on the pilot programme to the broader national and, if necessary and relevant, international audience.

OBJECTIVE: The key objectives of this programme would be to measure the impact of the interventions and progress in terms of the broad sustainability of the community and to actively and critically assimilate data in a way that it can benefit the further development of knowledge about sustainability, its instruments and mechanisms to benefit other communities.

OUTCOMES: The outcomes of the programme would include inputs that are linked to and understood in terms of its impact on outputs, outcomes and objectives within the broader sustainability debate. A further outcome would be that the results are tracked and used to inform, correct and improve interventions and controls.

OUTPUTS: The key output of the process would be a monitoring and reporting system that will track implementation and record changes in key sustainability indicators as well as the design and structuring of reporting and measurement

responsibilities. A further output would be the continuous monitoring and evaluation reports over the lifespan of the Pilot and the building of mechanisms that would capacitate and facilitate this.

INPUTS/ACTIVITIES: As part of the programme, the inputs would include the development of indicators of sustainable development by way of the formulation of specific indicators pertinent to the Grabouw and broader pilots model as well as the integration of existing indicator assessment tools into the processes.

A key input would be the mobilising of LGNet as a data capturing, information and communication system and the roll-out of this system in the municipal environment with specific responsibilities in this regard clearly and effectively identified through the assigning of reporting and measurement responsibilities. Another input would be the training and development of assessors or personnel in monitoring and evaluation as well as capacity building in the use of LGNet.

The overarching approach of the Programme Monitoring and Evaluation process is to attempt to understand the area under review from the perspective of all active systems and to integrate these within the reporting process.

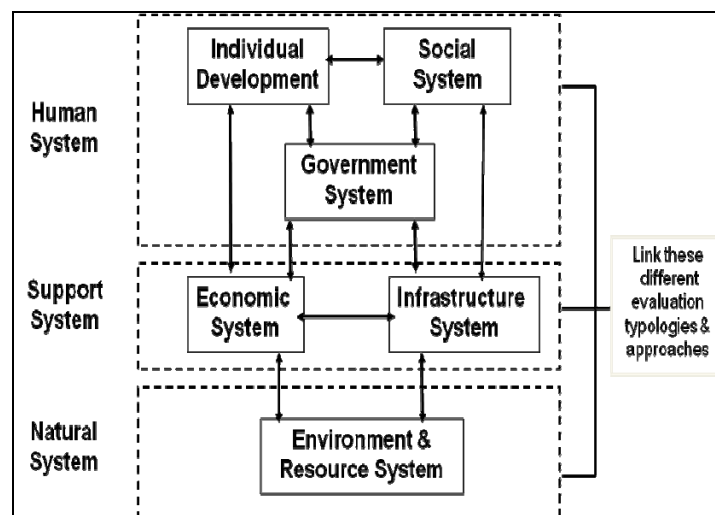


Figure 1: Integrated Review Process (Bossel, H., (1999). Indicators for Sustainable Development)

CONCLUSION

CONCLUSION:

This project proposal attempts to chart a course for the redesign and reimagining of the town and surrounds of Grabouw. The desperate need to articulate and then facilitate an alternative approach to that of the present in terms of spatial development, to put into action the ambitions of the current policies and to seek ways to do this with the assistance of and in partnership with communities, rather than for the communities, is a task that needs to be engaged in completely. This project proposal attempts to provide a guide as to how this can be devised, using Grabouw as the pilot, to inform and capacitate communities in the acquiring of equity and sustainability within the context of the urban environment, how the issues of form and function can be addressed and how these, coupled with the specific social interactions, the cultural and political actions, are the drivers that need to be harnessed, integrated and reworked if cities and towns are to be sustainable in any way. A collective and concerted drive to make direct inputs into the three main drivers of a city; planning and design, the resource use and inputs and the social interactions within cities, is critical in addressing the hope of leaving legacies of resources for future generations. These efforts would need to emerge from the people of Grabouw and would require alternative thinking and engagement - thinking and engagement that at present is not practiced by those directing development. Regardless of the intentions of the likes of Integrated Development Plans, if these are not reviewed and the plans crafted in an alternative manner, sustainability will be undermined.

Schumaker, in his work, *Small is Beautiful*, as quoted by Fritjof Capra, states that an entirely new system of thought is needed, based on attention to people, an economics 'as if people mattered' and requires a shift that will require a profound reorientation of science and technology based on the incorporation of wisdom into the very structure of our scientific methodology and our technological approaches, wisdom that demands a new orientation of science and technology towards the organic, the gentle, the non-violent, the elegant and the beautiful (Schumaker, quoted in Capra, F., 1988). This project proposal attempts to seek ways to initiate some of that new thinking, thinking from the perspective of the people of Grabouw, through the inclusion of the residents of Grabouw in the planning processes.

This proposal presents a number of predetermined plans, plans which, according to the knowledge at this present time seem to either be relevant or necessary if the goals of sustainability are to be realised. It is however accepted that the current information may only be relevant to the current perspective and as such, these plans may become redundant and potentially at times undermining of other, more effective processes. For this reason, it not plan submitted within the proposal should be seen as absolute and the guiding principles of the sustainability senses and the desires of the residents of Grabouw should inform the processes as the progress.

The expectation placed on the community of Grabouw to craft their own future is an immense responsibility, one which, in the context of the current demands for the most basic of services such as housing, water and access, may seem far too great. It will be the responsibility of those investigating the viability of such a plan, particularly within the Community Mobilisation and Development Facilitation programmes to ensure that the community is suitably informed and empowered to make such decisions. The potentially negative role of gatekeepers and bureaucrats would need to be guarded against. The leadership of the Theewaterskloof community would play a vital role, regardless of political dynamics, in ensuring that there is buy-in and support for such processes at all levels of government. This aspect would require great negotiating skills and the potential for the process to either be accelerated or undermined for small scale political goals needs to be protected against.

Should service providers with different ideological perspectives, different skill sets and different abilities be appointed, the potential for conflict between the interpretation of the various plans would potentially undermine the effective implementation of the proposed project proposal. Systems and structures would need to be put in place to ensure that such conflicts emerge, feed rather than undermine the process and result in a more robust and comprehensive plan, a plan crafted from critical debate and engagement in the differences rather than diluted compromise in respect of the differences.

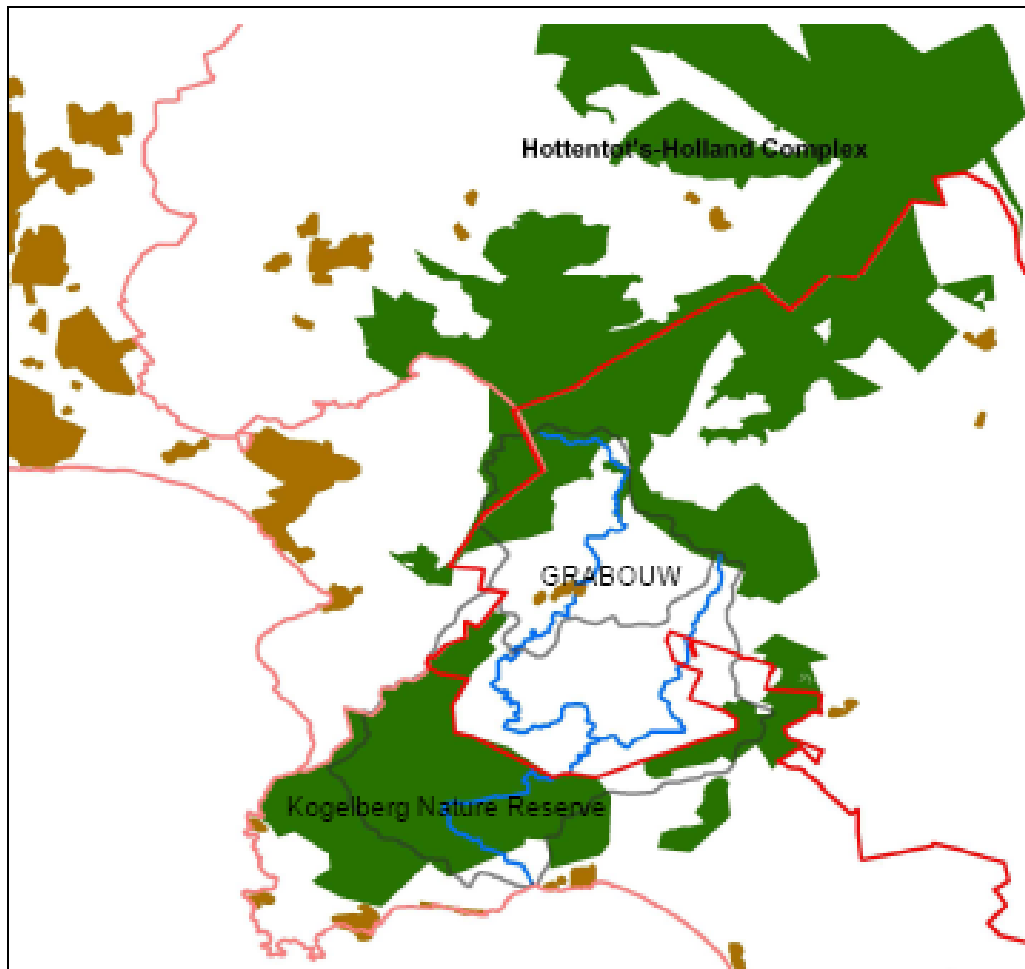
The proposed plan would also required significant resources and this in itself may result in some engaged in the research proposed by this project plan to question the viability of such a plan. While these concerns are certainly valid, the project proposal

remains one to pilot such approaches and to test for ways in which efficiencies could be best integrated into the approaches adopted. The question of efficiencies could also be argued in terms of the costs of continuing along the current paradigm and to test the resource oriented challenges against those of the unaccounted for externalities associated with the current paradigm.

Grabouw holds great potential to become a model for sustainability within the South African context, allowing for this to emerge would require great skill, patience, compromise, sacrifice, compassion and above all imagination. The ability to imagine what a sustainable community of Grabouw could be is the first step in attaining the ultimate goal. The future challenge facing the Grabouw Sustainable Communities Pilot Programme is of a highly complex nature with each possible situation, real or imagined, requiring a great deal of investigation and review, and regardless of this review, the possible outcomes and recommendations remain varied, and at times contradictory. In the Glendora Lagos Project of 2005, articulated in the book; *Lagos – A City at Work* by Jane Jacobs, one of the key points made is that “designing a dream city is easy; rebuilding a living one needs imagination”. It is argued that within the complex nature of the South African challenge more than imagination is required; rebuilding an area such as Grabouw requires imagination, courage and perseverance.

ANNEXURES

Annexure 3: Grabouw in relation to Reserves and Natural Spaces:



(PGWC, Sustainability Atlas, 2006)

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Interviews:

The following is a list of community members, officials, stakeholders and other interested parties interviewed during the period of the research:

Beyers, Stephen	Housing Official	Grabouw
Booyesen, Fanie	Councillor and ANC leader	Grabouw
Cluver, Paul	Businessman	Grabouw
Engelbreght, Gerrit	AGAPE Creches	Grabouw
Engelbreght, Gert:	Infrastructure Official	Grabouw
Gertse, Marion	Planner	Theewaterskloof
Jacobs, Lesley	LED Official	Theewaterskloof
Jacobs, Stephen	Financial Manager	Theewaterskloof
Kurts, Andre	EG Development Forum	Grabouw
Makassar, Cnl	Councillor	Grabouw
Micheals, John	Farm Labour Liaison	Grabouw
Phillips, Eben	LED Manager	Theewaterskloof
Thenuissen, Str	Clinic Senior Sister	Grabouw
Shuma, Stanley	Faith Based Organisation	Grabouw

In addition to this, a number of group meetings were held with the following organisations:

The Elgin Learning Foundation

Theewaterskloof Municipality Mayoral Committee